

03 December 2025



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CHIEF EXECUTIVE  
Doug Wilkinson

Dear Councillor

You are summoned to attend the meeting of the;

**COUNCIL**

on **THURSDAY 11 DECEMBER 2025 at 7.30 pm**

in the **Council Chamber, Maldon District Council Offices, Princes Road, Maldon.**

Please Note: All meetings will continue to be live streamed on the [Council's YouTube channel](#) for those wishing to observe remotely. Public participants wishing to speak remotely at a meeting can continue to do so via Microsoft Teams.

To submit a question in writing or attend in person please complete a [Public Access form](#) (to be received no later than 12noon two clear working days before the Council meeting). All requests will be considered on a first-come, first-served basis.

A copy of the agenda is attached.

Yours faithfully

Chief Executive



## AGENDA COUNCIL

**THURSDAY 11 DECEMBER 2025**

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1. **Chairperson's notices**

2. **Apologies for Absence**

3. **Minutes - 25 September 2025** (Pages 5 - 10)

To confirm the Minutes of the extraordinary Council meeting held on 25 September 2025 (copy enclosed).

4. **Declaration of Interest**

To disclose the existence and nature of any Disclosable Pecuniary Interests, Other Registrable interests and Non-Registrable Interests relating to items of business on the agenda having regard to paragraph 9 and Appendix B of the Code of Conduct for Members.

(Members are reminded that they are also required to disclose any such interests as soon as they become aware should the need arise throughout the meeting).

5. **Public Questions**

To receive questions from members of the public, of which prior notification in writing has been received (no later than noon two clear working days before the day of the Council meeting).

Should you wish to submit a question please complete the online form at [www.maldon.gov.uk/publicparticipation](http://www.maldon.gov.uk/publicparticipation).

6. **Chairperson's Announcements**

7. **Minute Book**

To consider the recommendations coming forward from the Committees detailed below. Please note that the Minutes of these meetings are not enclosed as they have not been approved at Committee level.

- a) **Performance, Governance and Audit Committee - 18 September 2025** (Pages 11 - 16)

**Minute No. 256 – Council Constitution – Planning Appeals Protocol**

**RECOMMENDED** that the Council endorses the revised and strengthened version of the Planning Appeals Protocol (attached as **APPENDIX 1**), and adopts it for inclusion in the Council's Constitution.

- b) Strategy and Resources Committee - 2 October 2025 (Pages 17 - 18)

**Minute No 283 – Discretionary Fees and Charge Policy 2026 / 27**

**RECOMMENDED** that the overarching principles for discretionary Fees and Charges policies (as detailed in **APPENDIX A**) be approved:

- c) Strategy and Resources Committee - 20 November 2025 (Pages 19 - 32)

**Fees and Charges Schedule 2026 / 27**

**RECOMMENDED** that subject to review by the Finance Working Group the detailed Fees and Charges Schedule for 2026 / 27 as set out in **APPENDIX A** be agreed subject to the Council approving the Fees and Charges Policy.

8. **Meetings of the Council**

To note that since the last Council, up until Wednesday 5 December 2025 (Council agenda dispatch) the following Committees have met, and to receive any questions in accordance with Council and Committee Procedure Rule 6 (2).

North Western Area Planning Committee	<a href="#">10 September 2025</a>
South Eastern Area Planning Committee	<a href="#">17 September</a>
Performance, Governance and Audit Committee	<a href="#">18 September</a>
Central Area Planning Committee	<a href="#">24 September</a>
Strategy and Resources Committee (special)	<a href="#">2 October</a>
North Western Area Planning Committee	<a href="#">8 October</a>
Overview and Scrutiny Committee (meeting as the Crime and Disorder Committee)	<a href="#">9 October</a>
South Eastern Area Planning Committee	<a href="#">15 October</a>
District Planning Committee (special)	<a href="#">16 October</a>
Central Area Planning Committee	<a href="#">22 October</a>
North Western Area Planning Committee	<a href="#">5 November</a>
South Eastern Area Planning Committee	<a href="#">12 November</a>
Performance, Governance and Audit Committee	<a href="#">13 November</a>

9. **Questions in accordance with Procedure Rule 6(3) of which notice has been given**

10. **Safeguarding Policy - Children, Young People and Adults** (Pages 33 - 74)

To consider the report of the Director of Neighbourhood Services and Communities (copy enclosed).

11. **Council Tax Base** (Pages 75 - 82)

To consider the report of the Director of Finance (copy enclosed).

12. **North Essex Local Growth Priorities** (Pages 83 - 156)

To consider the report of the Chief Executive, (copy enclosed).

13. **Devolution and Local Government Reorganisation Update** (Pages 157 - 158)

To note the update report of the Chief Executive, (copy enclosed).

14. **Consultation Response - Local Government Reorganisation** (Pages 159 - 172)

To consider the report of the Director of Legal and Governance (Monitoring Officer) (copy enclosed).

15. **Schedule of Meetings 2026 / 27** (Pages 173 - 176)

To consider the report of the Director of Legal and Governance, (copy enclosed).

16. **Questions to the Leader of the Council in accordance with Procedure Rule 1 (3)(m)**

17. **Business by reason of special circumstances considered by the Chairperson to be urgent**

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**NOTICES**

**Recording of Meeting**

Please note that the Council will be recording and publishing on the Council's website any part of this meeting held in open session.

**Fire**

We do not have any fire alarm testing scheduled for this meeting. In the event of a fire, a siren will sound. Please use either of the two marked fire escape routes. Once out of the building please proceed to the designated muster point located on the grass verge by the police station entrance. Please gather there and await further instruction. If you feel you may need assistance to evacuate the building, please make a member of Maldon District Council staff aware.

**Health and Safety**

Please be advised of the different levels of flooring within the Council Chamber.

**Closed-Circuit Televisions (CCTV)**

Meetings held in the Council Chamber are being monitored and recorded by CCTV.

**Lift**

Please be aware, there is not currently lift access to the Council Chamber.



**MINUTES of  
COUNCIL (EXTRAORDINARY)  
25 SEPTEMBER 2025**

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**PRESENT**

Chairperson                      Councillor K M H Lagan

Vice-Chairperson              Councillor R G Pratt

Councillors                      M G Bassenger, J R Burrell-Cook, S Dodsley, J Driver,  
A Fittock, A S Fluker, L J Haywood, J C Hughes, K Jennings,  
A M Lay, W J Laybourn, M G Neall, R H Siddall,  
U G C Siddall-Norman, N D Spenceley, P L Spenceley,  
W Stamp, CC, E L Stephens, J C Stilts, N J Swindle,  
M E Thompson and L L Wiffen

**263.      CHAIRPERSON'S NOTICES**

The Chairman welcomed everyone to the meeting and went through some general housekeeping arrangements for the meeting.

**264.      APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors V J Bell, D O Bown, S J Burwood, S J N Morgan and S White.

**265.      MINUTES - 10 JULY 2025**

**RESOLVED** that the Minutes of the meeting of the Council held on 10 July 2025 be approved and confirmed.

**266.      MINUTES - 7 AUGUST 2025**

**RESOLVED** that the Minutes of the extraordinary meeting of the Council held on 7 August 2025 be approved and confirmed.

**267.      DECLARATION OF INTEREST**

There were none.

**268.      PUBLIC QUESTIONS**

There were none.

## **269. CHAIRPERSON'S ANNOUNCEMENTS**

In accordance with Part 4 Rule 8(3) of the Constitution, the Chairperson advised that he would be suspending the need to stand.

The Chairperson referred to a meeting he had attended with Diane Gilson from Epping Forest District Council regarding youth parliaments and youth councils across Essex. He described her advice as inspiring and how it would be wonderful to have the voice of the youth heard within the District.

The Chairperson had also recently attended a Royal British Legion service at All Saints Church for the dedication of a standard.

Having recently undertaken a tour of the Maldon Fields Crematorium the Chairperson extended his thanks to David Loudfoot, Manager for the time and care he had shown him. The Chairperson suggested that other Members may wish to consider a visit.

## **270. STRATEGY AND RESOURCES COMMITTEE - 24 JULY 2025**

Councillor J Driver, Chairperson of the Strategy and Resources Committee presented the following recommendations coming forward from the Strategy and Resources Committee for consideration by the Council.

### **Minute No. 180 – Building Control Policy 2025 / 2028**

#### **RESOLVED**

- (i) That the Building Control Policy and Procedures 2025 - 2028 attached at Appendix 1 to the Council agenda, be approved.
- (ii) That the Assistant Director – Planning and Implementation be granted delegated powers to amend the Building Control Policy and Procedures 2025 - 2028, in consultation with the Building Control Team Manager, as and when required, to ensure they remain up to date and functional and any changes are reported to the Strategy and Resources Committee for noting.

### **Minute No. 181 – Revised Health and Safety Policy and Statement of Intent (Resubmission)**

Councillor J R Burrell-Cook highlighted the following typographical errors:

- Page 2 – The first paragraph should state “We shall do everything so far as *is* reasonably...”.
- Page 8 – Under the Council’s Corporate Health and Safety Manager the second bullet from the bottom should include reference in brackets to RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) as this was the reporting mechanism.
- Page 13 – The first paragraph under the Section Unacceptable Behaviour should read “...a negative impact on s-mental health...”.
- Page 15 – The word ‘n electdi’ at the end of the first paragraph under the Mobile and Home Working Section.

The recommendations coming forward from the Strategy and Resources Committee were duly agreed subject to the amendments detailed above.

## **RESOLVED**

- (i) That subject to the amendments detailed in the Minutes of the Strategy and Resources Committee and those detailed above, the revised Health and Safety Policy, attached as Appendix 2 to the Council agenda, and Statement of Intent be adopted;
- (ii) that the roles and responsibilities of the Leader of the Council, Committee Members and key staff be noted;
- (iii) that the annual review period be noted.

### **271. MEETINGS OF THE COUNCIL**

The Council noted the list of Committees that had met before and since the last meeting of the Council, up until Wednesday 17 September 2025 for which Minutes had been published.

### **272. QUESTIONS IN ACCORDANCE WITH PROCEDURE RULE 6(3) OF WHICH NOTICE HAS BEEN GIVEN**

There were none.

### **273. MAKING THE MAYLAND NEIGHBOURHOOD PLAN**

The Council considered the report of the Assistant Director – Planning and Implementation reporting that the Mayland Neighbourhood Plan (MNP) (attached as Appendix 1 to the report), including the Mayland Design Guidance and Codes (Appendix 2) had successfully passed its referendum.

The report provided background information regarding the Referendum that had taken place where the question ‘Do you want Maldon District Council to use the Neighbourhood Plan for Mayland to help it decide planning applications in the neighbourhood area?’ had been asked. The voting results were detailed, and it was noted that 93% of those that had voted were in favour of the MNP.

The Principal Planning Policy Officer took Members through the report and explained how following the referendum the MNP now automatically became part of the statutory Development Plan for the District. However, by law, the Council was required to formally ‘make’ the MNP part of the Development Plan. Upon ‘making’ the MNP a decision statement would be issued (a draft of which was attached at Appendix 3).

The Chairperson moved the recommendation set out in the report and this was duly seconded.

In response to comments from other Members, the Chairperson referred to the Principal Planning Policy Officer and the Graduate Planner and thanked the entire team for the brilliant and high quality of work they did for the Council.

He then put the recommendation to the Council, which was duly agreed.

**RESOLVED** that the Council ‘makes’ the Mayland Neighbourhood Plan in accordance with Section 38(A)(4) of the Planning and Compulsory Purchase Act 2004.

**274. LOCAL GOVERNMENT REORGANISATION: CREATING A GREATER FUTURE FOR ESSEX FIVE UNITARY AUTHORITY BUSINESS CASE**

The Council considered the report of the Chief Executive (CE) setting out the Local Government Reorganisation (LGR) Five Unitary Authority (5UA) Business Case for Greater Essex, entitled “Creating a Local Future for Greater Essex”.

The report provided detailed background information following receipt of a letter from the Minister of State for Local Government and English Devolution to formally invite proposals for LGR.

The CE presented the report and reminded the Council of its in-principal decision in February 2025 to support the development of a 5UA business case (as set out at section 5.2 of the report). It was hoped through the business case the clear benefits of the 5UA model would be highlighted and he outlined the detailed work that Officers had undertaken to establish if this model could be financially viable and sustainable. A task force consisting of Basildon, Brentwood, Castle Point, Chelmsford, Colchester, Harlow, Southend, Tendring, Uttlesford and Maldon Councils had worked collaboratively to produce the 5UA business case (attached at Appendix 1 to the report). Senior Officers and Members had worked alongside consultants Grant Thornton, Peopletoo and the Chartered Institute of Public Finance and Accountancy (CIPFA) to identify and analyse the benefits and challenges of Greater Essex and the 5UA. The CE reported that the 5UA model and its related options worked best for Maldon residents and overall would provide the right scale, continuity of services, lower transition risk (when compared to other proposals), and a clear identity centered around communities and pride of place. Members were reminded that although their support for the 5UA business model was being sought, the Government would decide which option would be taken forward.

Section 5 of the report set out the 5UA business case proposal, including how it met all the criteria set by government, had emerged as the best option outperforming alternatives on significant areas along with the comparison work that had taken place and proposed related political governance. Details of the proposed areas under the 5UA were set out in the report and appendix along with the financial analysis that had taken place. It was noted that the proposal would result in each of the five new unitary Councils hosting a primary town or city. Members were reminded of the detailed public consultation that had taken place.

The report also provided further detail in respect of the other four modes being submitted in the Greater Essex LGR proposal to government. These models included a three unitary authority model led by Essex County Council (ECC), a four unitary authority model led by Rochford District Council and a further four unitary authority model led by Thurrock Council. Details of these proposals were set out in Appendixes 2, 3 and 4 to the report along with the indicative LGR for Greater Essex timeline through to 2028.

The Leader of the Council advised that he felt the 5UA model was the best fit for Maldon and Greater Essex and hoped Members would support the business case. He thanked Councillor W Stamp for chairing the Devolution and LGR Working Group and those Members that had attended, along with all Officers who had worked hard and contributed to the business case, working with colleagues across all of Essex and collaborating on all business cases whilst carrying out business as usual.



The Chairperson moved the recommendation set out in the report. This was duly seconded.

In accordance with Procedure Rule No. 13 (3) Councillor N D Spenceley requested a recorded vote. This was duly seconded.

During the lengthy and robust debate that ensued, several Members spoke in support of the 5UA model commenting on the importance of ensuring that the model represented Maldon residents, how decisions were to be taken, and funding allocated. Along with another Member, Councillor W Stamp spoke against the 5UA model highlighting her concerns and supporting the three Unitary Authority model.

The Chairperson thanked Members for their debate and moved the recommendation to support the 5UA business case and its submission. The voting was as follows:

For the recommendation:

Councillors M G Bassenger, J R Burrell-Cooke, S Dodsley, J Driver, A Fittock, L J Haywood, J C Hughes, K Jennings, A M Lay, W J Laybourn, R G Pratt, R H Siddall, N D Spenceley, P L Spenceley, E L Stephens, J C Stilts, N J Swindle, M E Thompson and L L Wiffen.

Against the recommendation:

Councillors A S Fluker, K M H Lagan, M G Neall, U G C Siddall-Norman and W Stamp.

Abstention:

There were none.

The Chairperson declared that this was therefore agreed.

**RESOLVED** that Members support the Five Unitary Authority business case and its submission to the Ministry of Housing, Communities and Local Government as part of the proposal for Local Government Reorganisation across Greater Essex.

**275. QUESTIONS TO THE LEADER OF THE COUNCIL IN ACCORDANCE WITH PROCEDURE RULE 1 (3)(M)**

Councillor W Stamp asked the Leader of the Council based on her concerns regarding ICT and referring to some research she had carried out, what concerns he had or had raised regarding anecdotal evidence that authorities going through Local Government Reorganisation had seen an increase in cyber activity? She also asked the Leader what measures he was suggesting be put in place to protect our residents. In response the Leader of the Council advised that he was not an ICT or cyber expert and would have thought whatever the model the threats would be the same. He agreed to provide a written response to Councillor Stamp outside of the meeting.

**276. BUSINESS BY REASON OF SPECIAL CIRCUMSTANCES CONSIDERED BY THE CHAIRPERSON TO BE URGENT**

The Chairperson referred to the recent passing of former Councillor Brian Beale MBE, with whom he had served with on the Council as an independent Member, referring to the advice, guidance and kindness Councillor Beale offered. The Chairperson asked everyone present to stand for a moment of quiet reflection on the life and service of former Councillor Beale.

A number of other Members spoke in tribute of Brian Beale and the work he had done both as a Councillor and in support of his Ward of Southminster. Councillor R G Pratt spoke about the life that Brian had led, how the village of Southminster centred around this, and as an independent Councillor how he had always strongly made his views known. Councillor A S Fluker had been joint Ward Member with Brian Beale and spoke of him leading the Council's opposition for many years.

It was noted that former Councillor Beale's funeral would take place on Wednesday 15 October 2025 at 2pm in St Leonard's Church, Southminster.

Everyone then stood in silent tribute of Brian Beale.

The Chairperson then announced that Mr Paul Dodson was leaving the Council and thanked him for his dedicated service, both as a Director and more recently Deputy Chief Executive. On behalf of all Members the Chairperson extended Members best wishes to Mr Dodson and wished him every success in the future. Some Members then spoke about their time working with Mr Dodson. In response, Mr Dodson thanked Members for their kind words and highlighted a number of his achievements since being at Maldon and how he would leave with many fond memories.

There being no other items of business the Chairperson closed the meeting at 8.36 pm.

K M H LAGAN  
CHAIRPERSON

### **MALDON DISTRICT COUNCIL PLANNING APPEALS PROTOCOL**

#### **1. ROLE OF MEMBERS IN COMMITTEE PLANNING APPEALS**

##### **1.1 Householder Appeal**

- 1.1.1 The Member role is a collective Committee responsibility given that the critical factor with householder appeals, which do not involve providing any additional supplementary statements, is to ensure that the Committee's reasons for overturning Officer report recommendations are clear and based on sound planning reasons.

##### **1.2 Member Involvement in Written Representation, Informal Hearing and Public Inquiry Appeals**

- 1.2.1 Where the Committee overturns an Officer recommendation, including where the Constitutional Brake has been invoked, in addition to agreeing the reasons for refusal the Committee will be asked to identify which Member(s) should be involved with any subsequent appeal to help strengthen the defence of the Council's case, and even appear at an inquiry as part of the Council's team. The Member(s) nominated by Committee to engage with any subsequent appeal may include the Chairperson or Vice-Chairperson, or another Member having proposed or supported the decision. Members will need to be aware that officers may or may not support the reason(s) for refusal depending on whether they consider that there will be conflict between the reason(s) and Officers' professional opinion having regard to the local plan and any other material considerations as set out in the Officers report. In this respect, Officers will need to be aware that the services of an external consultant would be sought in a timely manner and in accordance with procurement rules.
- 1.2.2 Where Members are nominated it is important that they understand the nature of the specific role as set out below, and that their appearance at a hearing or inquiry will be wholly as a representative of the Council, as a whole, to support the case made around the Committee's decision. In cases where an external consultant is procured, they would work with that consultant, with the support of Officers.

##### **1.3 Written Representation Appeal**

- 1.3.1 Written representation appeals are the quickest and simplest appeals requiring Member involvement. They require a Statement of Case to be prepared and a site visit with the Planning Inspector but these appeals are usually for smaller scale development such as a single dwelling or change of use.
- 1.3.2 Where the Committee overturns the Officer recommendation the Nominated Member(s) will be engaged with the following:
- A letter will be sent to advise the nominated Member(s) about the appeal, the name of the case officer and/ or planning consultant and the date the Statement of Case is due;
  - The Nominated Member(s) should liaise with the Case Officer/ consultant, as required, to discuss the policies used to refuse the application, the content to provide the outline for the Council's Statement and cost claim (if relevant). Members' comments need to be made in writing to the Case Officer/consultant in order to ensure there is a clear audit trail of the input provided by the Nominated Member(s).
  - A written draft Statement of Case, with any necessary appendices will then be prepared by the Case Officer/consultant.

- The Nominated Member(s) will review the Council's draft Statement and make amendments where required and send back to the Officer/consultant.
- A final check by the Case Officer/consultant and/or Senior Management of any Nominated Member(s) amendments will be made to ensure the contents are focused on the reasons for refusal given at Committee and do not inadvertently, in the quest to defend the Council's decision, imply new reasons for refusal. In the event of any concerns of this nature, the Senior Manager will speak to the Nominated Member(s) and confirm in writing any subsequent changes that would be necessary to ensure the Statement of Case stays within its remit.
- The Nominated Member(s) will be advised of the date of the site visit in order to accompany the Case Officer/consultant and Planning Inspector.
- The Nominated Member(s) will be notified of any internal consultation involving the Chair of the relevant Planning Committee undertaken prior to any Emergency Action decision being taken under the Scheme of Delegation (General Powers), e.g. response to a time-limited request from the Planning Inspectorate.

#### **1.4 Informal Hearing Appeal**

##### **1.4.1 Where the Committee overturns the recommendation the Nominated Member(s) will be engaged with the following:**

- A letter will be sent to advise the Nominated Member(s) about the appeal, the name of the case officer and/or planning consultant and the date the Statement of Case is due;
- The Nominated Member(s) should liaise with the Case Officer/ consultant if required, to discuss the policies used to refuse the application, the content to provide the outline for the Council's Statement of Case and cost claim (if relevant). Member comments, where required will need to be made in writing and forwarded to the Case Officer/ consultant in order to ensure there is a clear audit trail of the input provided by the Nominated Member(s).
- A written draft Statement of Case, with any necessary appendices will then be prepared by the Case Officer or consultant.
- The Nominated Member(s) will review the Council's draft Statement and make amendments where required and send back to the Officer/consultant.
- A final check by the Case Officer/consultant and/or Senior Management of any Nominated Member(s) amendments will be made to ensure the contents are focused on the reasons for refusal given at Committee and do not inadvertently, in the quest to defend the Council's decision, imply new reasons for refusal. In the event of any concerns of this nature, the Senior Manager will speak to the Nominated Member(s) and confirm in writing any subsequent changes that would be necessary to ensure the Statement of Case stays within its remit.
- Prior to the hearing, a meeting will be held between the Member(s) and Case Officer/consultant, alongside any external witnesses and solicitor (where necessary) to consider the issues/ tactics and the appellant's case.
- The Nominated Member(s) will attend the Informal Hearing either in an observer capacity, or as part of the Council team.
- The Nominated Member(s) will be advised of the date of the site visit in order to accompany the Case Officer/ consultant and Planning Inspector.

- The Nominated Member(s) will be notified of any internal consultation involving the Chair of the relevant Planning Committee undertaken prior to any Emergency Action decision being taken under the Scheme of Delegation (General Powers), e.g. response to a time-limited request from the Planning Inspectorate.

## **1.5 Public Inquiry**

1.5.1 Where the Committee overturns the recommendation the nominated Member(s) will be engaged with the following:

- A letter will be sent to advise the Nominated Member(s) about the appeal, the name of the Case Officer and/or planning consultant and the date the Statement of Case is due.
- The Nominated Member(s) should liaise with the Case Officer/ consultant, to discuss the policies used to refuse the application, the content to provide the outline for the Council's Statement of Case and cost claim (if relevant). Member comments, where required, will need to be made in writing and forwarded to the Case Officer/ consultant to ensure there is a clear audit trail of the input provided by the Nominated Member(s).
- A written Statement of Case, with any necessary appendices will then be prepared by the Case Officer or consultant.
- The Nominated Member(s) will review the Council's draft Statement and make amendments where required and send back to the Officer/consultant.
- A final check by the Case Officer/consultant and/or Senior Management of any Nominated Member(s) amendments will be made to ensure the contents are focused on the reasons for refusal given at Committee and do not inadvertently, in the quest to defend the Council's decision, imply new reasons for refusal. In the event of any concerns of this nature, the Senior Manager will speak to the Nominated Member(s) and confirm in writing any subsequent changes that would be necessary to ensure the Statement of Case stays within its remit.
- Prior to the Public Inquiry, a meeting will be convened by the Council's legal representative between the Nominated Member(s), the Case Officer/consultant and any external witnesses / experts (where necessary) to consider the issues / tactics and the appellant's case.
- The Nominated Member(s) will attend the Public Inquiry either in an observer capacity, or as part of the Council team in presenting the case.
- The Nominated Member(s) will be advised of the date of the site visit in order to accompany the Case Officer/consultant and Planning Inspector.
- The Nominated Member(s) will be notified of any internal consultation involving the Chair of the relevant Planning Committee undertaken prior to any Emergency Action decision being taken under the Scheme of Delegation (General Powers), e.g. response to a time-limited request from the Planning Inspectorate.

## **2 MANAGEMENT OF THE PLANNING APPEAL PROCESS**

2.1 In managing the Planning Appeal process in the Council's control the Assistant Director: Planning and Implementation will:

- determine on a case-by-case basis, as early as possible where it would be necessary to either seek the Nominated Member(s) and/or an external

planning consultant to represent the Council at either an Informal Hearing or Public Inquiry.

- Where unreasonable behaviour by the appellant is considered to have taken place, wherever practical, seek to recover the Council's defence costs from appellants in preparing for and undertaking an appeal.
- Where Nominated Member(s) have not been selected, reserve the right to request Ward Member assistance in circumstances where local knowledge is paramount and invaluable to the appeal, including appeals that may arise from planning enforcement action or a refusal of a Certificate of Lawfulness.

### **3 THE ROLE OF OFFICERS**

- 3.1 In advance of hearings and inquiries, the Development Management Technical Support Team directly support the Planning Inspectorate to secure a suitable venue, including a secure office for the Inspector (if requested) and/or the appellant. On the day of hearings and inquiries, the team support the Inspector to ensure hearings and inquiries are held safely in accordance with any risk assessments and registration requirements, including assisting the public to observe either in the hearing or inquiry location or via any spillover space where capacity has otherwise been exceeded.
- 3.2 Planning Officers would normally appear as witnesses at planning appeals and other proceedings on behalf of the Council. The only exception would be in those instances where officers feel professionally conflicted having regard to the standards of their profession due to the reasons for refusal on an officer recommendation overturn. In some circumstances (such as where specialist evidence is required) it may also be necessary for other professional officers (such as Environmental Health) to attend, or for the Council to appoint specialist consultants to appear and give evidence for the Council's case.
- 3.3 In giving evidence, Planning Officers will present the best possible case on behalf of the Council, while complying with the Royal Town Planning Institute ("RTPI") Code of Professional Conduct. This Code requires that Planning Officers who are members of the Institute to not make statements purporting to be their own, but which are contrary to their bona fide professional opinion.
- 3.4 Planning and Legal Officers will support Members whether involved with the presentation of the Council's case or not, including those otherwise attending or wishing to make representations at appeals, and advise them in advance on how to prepare for speaking and/or delivering evidence.

### **4 THE ROLE OF MEMBERS AS PRIVATE INDIVIDUALS AND PARISH / TOWN COUNCILLORS**

- 4.1 In situations where Members have clearly demonstrated a 'closed mind' on a planning application prior to consideration by Committee, they will not be permitted to be involved in the determination of that application or the subsequent appeal statement or process. In this case, or where a Member does not support the Council decision irrespective of the type of appeal, a Member may decide to make their submissions to an appeal which will be in either a personal capacity only or in their role as a Town / Parish Councillor.
- 4.2 It may be that on occasions electors may expect that their Ward Member(s) will attend a hearing or inquiry to further represent their interests and view. This can be

seen as part of the democratic process, and a Ward Member wishing to do so should take the opportunity of first being fully briefed by Planning Officers on all the issues the subject of the appeal.

## **5 REVIEW OF REASONS FOR REFUSAL**

- 5.1 On occasions during the course of an appeal, the Council may formally be requested by or on behalf of the appellant to reconsider its reasons for refusal. Any review shall be undertaken at the level the original decision was made and on report of the Assistant Director: Planning and Implementation only.
- 5.2 Where a Committee has not formally reconsidered its reasons for refusal, and there is insufficient time to do so, then in order to ensure the Council minimises its exposure to unreasonable behaviour cost awards against it, the Assistant Director: Planning and Implementation, in managing the appeal process, will act in consultation with the Leader of the Council, the Chairperson of the relevant Planning Committee and any Nominated Member(s).

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### Discretionary Fees and Charges – Policy Considerations

For locally set ('discretionary') fees and charges the following factors need to be considered in setting charges for the coming year:

Ref	Principle	Commentary
A	Annual review	All discretionary fees and charges should be reviewed annually in terms of the tariff applied, recent activity trends, and the overall income achieved.
B	Promote access to services	The Council exists to provide important services to local people. Fees and charges should be applied in a way that promotes access to discretionary services. They should not be a barrier to services.
C	Full cost recovery	Fees and charges for council services should be set on the basis of full cost recovery. That is, charges should be calculated such that all costs are recovered as part of the overall charge – direct delivery costs, indirect service management costs and overhead support costs (such as ICT, HR (Human Resources), accommodation etc.).
D	Non-profit making	In principle, fees and charges are generally to be calculated to recover the full cost of the service provided, not to make a surplus or profit. On regular review this may result in some charges going down or some charges being removed altogether. Some cross subsidy may occur between charges levied in the same service area, but the overall objective is to support the cost of discretionary services not to secure a commercial profit.
E	Income = tariff x take-up	The tariff or charge applied is one part of a wider value chain. The other part is the activity volume. Together, tariff and volume generate the overall income to the Council.
F	Standard +2% uplift	<p>The MTFS (Medium-Term Financial Strategy) assumes a standard uplift of 2% per year on income from fees and charges.</p> <p>This may mean that:</p> <ul style="list-style-type: none"> <li>• all charges increase by 2% per year; or</li> <li>• that some charges increase by more (or less) than 2%, with an expected overall increase of 2%; or</li> <li>• that activity is expected to increase by 2% in order to secure and overall income increase of 2% with no change to the tariff applied.</li> </ul> <p>However, where actual inflationary pressures are higher than 2%, it is expected that income is similarly increased to maintain the full cost recovery approach.</p>
G	Inclusive	Options for concessionary reductions in fees and charges can be considered in line with wider council policies. How concessions are evidenced and applied should be simple, efficient and appropriate.
H	Benchmarked	The level of charges set be compared to similar charges levied by local commercial competitors or other local authorities.
I	Flexible over time	Annual review of fees and charges should also consider the introduction of new charges or the rescinding of old charges.
J	Consistent with other policies	Consistency between fees and charges and other wider policies and strategies of the council, including the corporate plan objectives.

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<b>PLANNING AND ENVIRONMENTAL SERVICES</b>	<b>VAT</b>	<b>Charge</b>	<b>VAT</b>	<b>2026/27</b>	<b>2025/26</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>ENVIRONMENTAL HEALTH</b>					
<b>ENVIRONMENTAL PROTECTION - Budget Expectation £8,800</b>					
<b>Anti Social Behaviour Act 2003</b>					
Fixed Penalty for Graffiti and Fly Posting S43	No	200.00	-	200.00	200.00
<b>Anti-Social Behaviour Crime and Policing Act 2014</b>					
Failure to comply with a community protection notice	No	100.00	-	100.00	100.00
Failure to comply with a public space protection order (Dog fouling and other dog restrictions)	No	100.00	-	100.00	100.00
<b>Clean Neighbourhoods and Environment Act 2005</b>					
<b>Nuisance Parking</b>	No	100.00	-	100.00	100.00
<b>Environmental Protection Act 1990</b>					
Copy of contaminated land register entry per A4 sheet	Yes	0.08	0.02	0.10	0.10
Copy of the contaminated land strategy: bound paper copy	No	56.00	-	56.00	54.00
emailed copy			Free		
Copy of radioactive substances notification per A4 sheet	Yes	0.08	0.02	0.10	0.10
Copy of radioactive substances register : bound paper copy	No	56.00	-	56.00	54.00
emailed copy			Free		
per A4 sheet	Yes	0.08	0.02	0.10	0.10
Copy of other EPA statutory register entries (per A4 sheet)	Yes	0.08	0.02	0.10	0.10
downloaded from website			Free		
Environmental searches / professional reports (per enquiry)	Yes	123.33	24.67	148.00	143.00
Charge for Housing Act Enforcement (per hour)	No	61.00	-	61.00	59.00
<i>Fees are comprising of Part A (covering the cost of the application) and Part B (costs of issuing and associated activities). If a licence is refused then only Part B fees will be refunded</i>					
Licensing of houses in multiple occupation (New Licence): standard fee for 5 room house	No	1,099.00	-	1,099.00	1,059.00
charge per each additional room	No	61.00	-	61.00	59.00
Licensing of houses in multiple occupation (Renewal): standard fee for 5 room house	No	758.00	-	758.00	730.00
charge per each additional room	No	61.00	-	61.00	59.00
Request for housing inspection for immigration purposes	No	215.00	-	215.00	207.00
Littering- Environmental Protection Act 1990 s88	No	500.00	-	500.00	500.00
Industrial and commercial waste receptacle offences- Environmental Protection Act 1990 s 47ZA	No	110.00	-	110.00	110.00
<b>Fly-Tipping- Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016</b>	No	1,000.00	-	1,000.00	1,000.00
Household waste duty of care- Environmental Protection Act 1990, s34ZA	No	600.00	-	600.00	600.00
Failure to produce a waste transfer note- Environmental Protection Act 1990, s34A	No	300.00	-	300.00	300.00
Unauthorised distribution of free literature on designated land (Environmental Protection Act 1990 s88)	No	150.00	-	150.00	150.00
<b>Noise Act 1996</b>					
Fixed Penalty for noise from dwellings S8	No	110.00	-	110.00	110.00
Noise exceeding permitted level – licensed premises (Noise Act 1996 s8)	No	500.00	-	500.00	500.00
<b>FOOD SAFETY AND HYGIENE - Budget Expectation £5,700</b>					
Export certificate: one off	No	61.00	-	61.00	59.00
<b>Food Safety revisit</b>	No	199.00	-	199.00	192.00
Replacement Food Hygiene Rating Service (FHRS) sticker	No	11.00	-	11.00	11.00
Sale of Safer Food, Better Business (SFBB) packs	No	30.00	-	30.00	29.00
<b>Private Water Supplies - Budget Expectation £500</b>					
Risk assessment (per hour of officer time maximum £500)	No	61.00	-	61.00	59.00
Private water supply sampling			Recovery of costs		
<b>Skin Piercing Activities</b>					
Ear piercing, electrolysis, tattooing, acupuncture: per practitioner	No	102.00	-	102.00	98.00
per premises	No	329.00	-	329.00	317.00
<b>GAMBLING ACT 2005 - Budget Expectation £2,600 , Premises Licences Budget Expectation £57,900</b>					
<b>Annual Fee</b>					
Adult Gaming Centre	No	1,000.00	-	1,000.00	1,000.00
Betting premises (other)	No	600.00	-	600.00	600.00
Betting Premises (track)	No	1,000.00	-	1,000.00	1,000.00
Bingo premises	No	1,000.00	-	1,000.00	1,000.00
Casino premises (converted)	No	3,000.00	-	3,000.00	3,000.00
Casino premises (large)	No	10,000.00	-	10,000.00	10,000.00
Casino premises (regional)	No	15,000.00	-	15,000.00	15,000.00
Casino premises (small)	No	5,000.00	-	5,000.00	5,000.00
Family entertainment centre	No	750.00	-	750.00	750.00
<b>Application Fees for Premises and Application for Provisional Statements</b>					
Adult gaming centre	No	2,000.00	-	2,000.00	2,000.00
Betting premises (other)	No	3,000.00	-	3,000.00	3,000.00
Betting premises (track)	No	2,500.00	-	2,500.00	2,500.00
Bingo premises	No	3,500.00	-	3,500.00	3,500.00
Casino premises (large)	No	10,000.00	-	10,000.00	10,000.00
Casino premises (regional)	No	15,000.00	-	15,000.00	15,000.00
Casino premises (small)	No	8,000.00	-	8,000.00	8,000.00
Family entertainment centre	No	2,000.00	-	2,000.00	2,000.00

PLANNING AND ENVIRONMENTAL SERVICES	VAT	Charge	VAT	2026/27	2025/26
		£	£	£	£
Application Fee for Premises with Provisional Statement					
Adult gaming centre	No	1,200.00	-	1,200.00	1,238.00
Betting premises (other)	No	1,200.00	-	1,200.00	1,238.00
Betting premises (track)	No	950.00	-	950.00	985.00
Bingo premises	No	1,200.00	-	1,200.00	1,238.00
Casino premises (large)	No	5,000.00	-	5,000.00	5,158.00
Casino premises (regional)	No	8,000.00	-	8,000.00	8,254.00
Casino premises (small)	No	3,000.00	-	3,000.00	3,095.00
Family entertainment centre	No	950.00	-	950.00	985.00
Transfer / Reinstatement of Licence					
Adult gaming centre	No	1,200.00	-	1,200.00	1,200.00
Betting premises (other)	No	1,200.00	-	1,200.00	1,200.00
Betting premises (track)	No	950.00	-	950.00	950.00
Bingo premises	No	1,200.00	-	1,200.00	1,200.00
Casino premises (converted)	No	1,350.00	-	1,350.00	1,350.00
Casino premises (large)	No	2,150.00	-	2,150.00	2,150.00
Casino premises (regional)	No	6,500.00	-	6,500.00	6,500.00
Casino premises (small)	No	1,800.00	-	1,800.00	1,800.00
Family entertainment centre	No	950.00	-	950.00	950.00
Variation Fee					
Adult gaming centre	No	1,000.00	-	1,000.00	1,000.00
Betting premises (other)	No	1,500.00	-	1,500.00	1,500.00
Betting premises (track)	No	1,250.00	-	1,250.00	1,250.00
Bingo premises	No	1,750.00	-	1,750.00	1,750.00
Casino premises (converted)	No	2,000.00	-	2,000.00	2,000.00
Casino premises (large)	No	5,000.00	-	5,000.00	5,000.00
Casino premises (regional)	No	7,500.00	-	7,500.00	7,500.00
Casino premises (small)	No	4,000.00	-	4,000.00	4,000.00
Family entertainment centre	No	1,000.00	-	1,000.00	1,000.00
Other Gambling Act Licence Fees					
Change of circumstance	No	49.00	-	49.00	49.00
Copy of licence	No	25.00	-	25.00	25.00
LICENSING - Budget Expectation £5,500					
Animal Licensing					
Fees are comprising of Part A (covering the cost of the application) and Part B (costs of issuing and associated activities). If a licence is refused then only Part B fees will be refunded					
Animal boarding establishments - new application	No	779.00	-	779.00	750.00
Animal boarding establishments - renewal	No	428.00	-	428.00	412.00
Animal home boarding - new application	No	682.00	-	682.00	657.00
Animal home boarding - renewal	No	395.00	-	395.00	381.00
Dangerous wild animal	No	437.00	-	437.00	421.00
Dog breeding establishments - new application	No	662.00	-	662.00	638.00
Dog breeding establishments - renewal	No	544.00	-	544.00	524.00
Pet shop - new application	No	842.00	-	842.00	811.00
Pet shop - renewal	No	491.00	-	491.00	473.00
Riding establishments - new application	No	706.00	-	706.00	680.00
Riding establishments - renewal	No	466.00	-	466.00	449.00
Zoo licence (individually determined fees)	No	Recovery of costs			
Any costs incurred by the Council in processing a licensing application (e.g. vet's fees) are charged to the applicant.					
Dog Day Care	No	811.00	-	811.00	781.00
Dog Day Renewal	No	491.00	-	491.00	473.00
Exhibition	No	842.00	-	842.00	811.00
Exhibition Renewal	No	682.00	-	682.00	657.00
Licence variation		66.67	13.33	80.00	77.00
Licence revisit to rescore		155.00	31.00	186.00	179.00
Hackney Carriage Licences - Budget Expectation £21,500					
Driver licence (Hackney or Dual) - 3 yrs duration	No	303.00	-	303.00	292.00
Vehicle licence (excludes vehicles test) - 1 yr duration	No	304.00	-	304.00	293.00
Vehicle Licence fee reduced for wheelchair accessible vehicles 25%					
Private Hire Licences					
Driver licence (Private Hire (PH) or Dual) - 3 yrs duration	No	303.00	-	303.00	292.00
Private Hire operators licence (1 car) - 5yrs duration	No	293.00	-	293.00	282.00
Vehicle licence (excludes vehicles test) - 1 yr duration	No	304.00	-	304.00	293.00
Vehicle Licence fee reduced for wheelchair accessible vehicles 25%					
Town and Police Clauses Act 1847					
Street closures admin charge	Yes	93.33	18.67	112.00	108.00
+ Street closures press advert recovery of cost	Yes	Recovery of costs			
Local Government Miscellaneous Provisions Act 1982					
Sex establishment licence: application	No	3,477.00	-	3,477.00	3,350.00
renewal	No	695.00	-	695.00	670.00
variation	No	278.00	-	278.00	268.00

PLANNING AND ENVIRONMENTAL SERVICES		VAT	Charge	VAT	2026/27	2025/26
			£	£	£	£
MOBILE HOMES ACT 2013 - Budget Expectation £900						
Fees are comprising of Part A (covering the cost of the application) and Part B (costs of issuing and associated activities). If a licence is refused then only Part B fees will be refunded						
Application to transfer a site licence		No	401.00	-	401.00	386.00
Deposit of Site Rules		No	75.00	-	75.00	72.00
Annual Fee						
Band 2 (9-24 Pitches)		No	339.00	-	339.00	327.00
Band 3 (25-99 Pitches)		No	573.00	-	573.00	552.00
Band 4 (100-199 Pitches)		No	900.00	-	900.00	867.00
Band 5 (more than 200 Pitches)		No	1,158.00	-	1,158.00	1,116.00
New Site Licence Application and renewals						
Band 1 (1-8 Pitches)		No	759.00	-	759.00	731.00
Band 2 (9-24 Pitches)		No	869.00	-	869.00	837.00
Band 3 (25-99 Pitches)		No	1,202.00	-	1,202.00	1,158.00
Band 4 (100-199 Pitches)		No	1,449.00	-	1,449.00	1,396.00
Band 5 (more than 200 Pitches)		No	1,751.00	-	1,751.00	1,687.00
Application to amend a site Licence fee						
Band 1 (1-8 Pitches)		No	444.00	-	444.00	428.00
Band 2 (9-24 Pitches)		No	456.00	-	456.00	439.00
Band 3 (25-99 Pitches)		No	475.00	-	475.00	458.00
Band 4 (100-199 Pitches)		No	481.00	-	481.00	463.00
Band 5 (more than 200 Pitches)		No	512.00	-	512.00	493.00
SCRAP METAL DEALERS LICENCES						
Fees are comprising of Part A (covering the cost of the application) and Part B (costs of issuing and associated activities). If a licence is refused then only Part B fees will be refunded						
Scrap metal dealers collectors licence (3yrs duration)		No	233.00	-	233.00	224.00
Scrap metal dealers collectors licence renewal (3yrs duration)		No	181.00	-	181.00	174.00
Scrap metal dealers site licence (3yrs duration)		No	441.00	-	441.00	425.00
Scrap metal dealers site licence renewal (3yrs duration)		No	366.00	-	366.00	353.00
Scrap metal dealers variation of a licence		No	108.00	-	108.00	104.00
Scrap metal dealers additional site		No	80.00	-	80.00	77.00
ENVIRONMENTAL WASTE						
RECYCLING - Budget Expectation £1,035,000						
Green bins: standard annual fee		No	75.00	-	75.00	72.00
(standard fee: half year pro rata for new customers)		No	32.00	-	32.00	29.00
Isolated properties annual fee		No	***Delete***			39.00
Purchase of Green Bin including Delivery		No	38.00	-	38.00	37.00
REFUSE COLLECTION - Budget Expectation £48,000						
Household Bulky Waste - 1 to 3 items		No	48.00	-	48.00	46.00
Household Bulky Waste - 4 to 6 items		No	96.00	-	96.00	92.00
Household Bulky Waste - 7 to 9 items		No	144.00	-	144.00	138.00
Household Bulky Waste - 10 to 12 items (maximum)		No	192.00	-	192.00	184.00
Where at least 1 item is Upholstered Furniture (additional cost to above)		No	17.00	-	17.00	16.00
REFUSE DISPOSAL						
Abandoned vehicles		No	200.00	-	200.00	200.00
NEW PROPERTIES (6 or more properties) - Budget Expectation £12,000						
Cost per refuse / recycling container to developers including delivery		No	78.00	-	78.00	75.00
STRAY DOGS - Budget Expectation £400						
Stray dog destruction fee			Recovery of costs			
Statutory Fine for a stray dog		No	25.00	-	25.00	25.00
Administration Fee (collection and processing paperwork)		No	77.00	-	77.00	74.00
Admin Fee ( where a dog is not correctly microchipped )		No	29.00	-	29.00	28.00
Kenneling per night		No	Recovery of costs			
Vets fees			Recovery of costs			
STREET CLEANSING - Budget Expectation £200						
Return of abandoned trolleys (Per trolley)		No	57.00	-	57.00	55.00

**SERVICE DELIVERY**

SERVICE DELIVERY	VAT	Charge	VAT	2026/27	2025/26
		£	£	£	£
CEMETERIES - Budget Expectation ( Burials) £168,400					
Search in burial register	No	45.00	-	45.00	43.00
Use of chapel	No	281.00	-	281.00	271.00
Plot choosing: burial ex woodland non-resident	No	768.00	-	768.00	740.00
burial ex woodland resident	No	384.00	-	384.00	370.00
Plot choosing: cremated remains non-resident	No	85.00	-	85.00	247.00
Plot choosing: cremated remains resident	No	85.00	-	85.00	123.00
Cancellation Fee (Less than 48 hours)	No	285.00	-	285.00	275.00
Saturday Service for Ashes Only	No	***Delete***			150.00
Bronze Memorial Plaques - Budget Expectation ( Memorials) £13,600					
Plaque on plinth: 6" x 4"	No	530.00	-	530.00	511.00
Brass plaque 6" x 4"	No	237.00	-	237.00	228.00
Brass plaque 7" x 5"	No	249.00	-	249.00	240.00
Brass plaque on stake 6" x 4" Cremation plots only	No	237.00	-	237.00	228.00
Brass plaque on stake 7" x 5" Cremation plots only	No	249.00	-	249.00	240.00
Perspex plaque on stake 5" x 3" Cremation plots only	No	176.00	-	176.00	170.00
Cremation Headstone Fees					
Memorial with first 60 characters - Resident	No	1,274.00	-	1,274.00	1,227.00
Memorial with first 60 characters - None Resident	No	1,274.00	-	1,274.00	1,227.00
Blank memorial pre-purchase - Resident	No	955.00	-	955.00	920.00
Blank memorial pre-purchase - None Resident	No	955.00	-	955.00	920.00
Inscription on a pre-purchased memorial (first 60 characters)	No	363.00	-	363.00	350.00
Additional characters on headstone or vases (per character)	No	4.30	-	4.30	4.10
Optional Extras:					
Stone chippings	No	69.00	-	69.00	66.50
Granite heart or book (includes 60 characters)	No	372.00	-	372.00	358.00
Photograph	No	350.00	-	350.00	337.50
Replacement granite vase (6" x 6")	No	109.00	-	109.00	105.00
Replacement flower holder	No	26.00	-	26.00	25.00
Charges for Right to Place Monument					
Under 18 years		Free			
Additional Inscription	No	108.00	-	108.00	104.00
Full kerb set	No	289.00	-	289.00	278.00
Full kerb set and headstone up to 1m	No	422.00	-	422.00	407.00
Headstone up to 1m	No	198.00	-	198.00	191.00
Plaque on a Bench (8" x 2.5") 10 year leave agreement (New Charge)	No	768.00	-	768.00	740.00
Other memorials (cremated remains memorials )	No	141.00	-	141.00	136.00
Exclusive Right of Burial - Non Resident					
10 Year ( top up for existing Exclusive Right of Burial (ERB) only)	No	538.00	-	538.00	518.00
10 Year ( top up for existing Exclusive right of burial only child)	No	281.00	-	281.00	271.00
10 Year top up for cremated remains existing ERB only child	No	141.00	-	141.00	136.00
11 Year top up for cremated remains existing ERB only Adult	No	269.00	-	269.00	259.00
50 years next in line burial child	No	896.00	-	896.00	863.00
50 years next in line burial adult	No	1,791.00	-	1,791.00	1,725.00
50 years next in line cremated remains child	No	384.00	-	384.00	370.00
50 years next in line cremated remains adult	No	768.00	-	768.00	740.00
99 years next in line cremated remains child	No	640.00	-	640.00	617.00
99 years next in line cremated remains adult	No	1,280.00	-	1,280.00	1,233.00
99 years next in line burial adult	No	2,559.00	-	2,559.00	2,465.00
99 years next in line burial child	No	1,280.00	-	1,280.00	1,233.00
Transfer of exclusive rights of burial	No	90.00	-	90.00	87.00
Exclusive Right of Burial - Resident					
10 years top up for existing ERBs only adult	No	269.00	-	269.00	259.00
10 years top up for existing ERBs only child	No	135.00	-	135.00	130.00
10 years top up for cremated remains existing ERB only adult	No	141.00	-	141.00	136.00
10 year top up for cremated remains existing ERB only child	No	71.00	-	71.00	68.00
50 years next in line burial adult	No	896.00	-	896.00	863.00
50 years next in line burial child	No	447.00	-	447.00	431.00
50 years next in line cremated remains child	No	191.00	-	191.00	184.00
50 years next in line cremated remains adult	No	384.00	-	384.00	370.00
99 years next in line cremated remains child	No	321.00	-	321.00	309.00
99 years next in line cremated remains adult	No	640.00	-	640.00	617.00
99 years next in line burial adult	No	1,280.00	-	1,280.00	1,233.00
99 years next in line burial child	No	640.00	-	640.00	617.00
Interment - Non Resident					
Under 18 years (no charge to customer)	No	1,280.00	-	1,280.00	1,233.00
18 years and over burial	No	2,559.00	-	2,559.00	2,465.00
Under 18 years (no charge to customer)	No	321.00	-	321.00	309.00
18 years and over cremated remains	No	640.00	-	640.00	617.00
Scattering of ashes: under 18 years (No charge to the customer)	No	114.00	-	114.00	110.00
18 years and over	No	218.00	-	218.00	210.00
Interment - Resident					
Under 18 years (no charge to customer)	No	640.00	-	640.00	617.00
18 years and over burial	No	1,280.00	-	1,280.00	1,233.00
Under 18 years (no charge to customer)	No	147.00	-	147.00	142.00
18 years and over cremated remains	No	289.00	-	289.00	278.00
Scattering of ashes: under 18 years (No charge to the customer)	No	58.00	-	58.00	56.00
18 years and over	No	90.00	-	90.00	87.00
scattering at sea all ages	No	575.00	-	575.00	554.00
Disinterment of cremated remains	No	Price on request			431.00

**SERVICE DELIVERY**

	VAT	Charge £	VAT £	2026/27 £	2025/26 £
Exhumation of coffin	No	Price on request			
<b>Memorialisation Scheme</b>					
Memorial tree including planting	Yes	304.17	60.83	365.00	352.00
<b>PARKS TEAM</b>					
Parks Ground Maintenance Contracts - Charges based on enquiry					
<b>OFF STREET PARKING</b>					
Vehicles that display up to date disabled persons badge		Free			
<b>OFF STREET PARKING</b>					
<b>Maldon District Council offices: - Budget Expectation £1,500</b>					
<b>Weekdays 8am - 5pm (max stay 2 hrs)</b>					
Up to 1 hr	Yes	1.17	0.23	1.40	1.40
Up to 2hrs	Yes	1.58	0.32	1.90	1.90
<b>Weekends</b>					
Pay and display: Saturday (8am to 5pm) up to 1 hour	Yes	0.92	0.18	1.10	1.10
Saturday (8am to 5pm) 1 to 2 hours	Yes	1.25	0.25	1.50	1.50
Saturday (8am to 5pm) 2 to 3 hours	Yes	2.08	0.42	2.50	2.50
Saturday (8am to 5pm) 3 to 4 hours	Yes	2.83	0.57	3.40	3.40
Saturday (8am to 5pm) over 4 hours	Yes	4.75	0.95	5.70	5.70
Saturday Evening 5pm to 10pm	Yes	1.67	0.33	2.00	2.00
<b>Sunday All Day and Bank Holidays</b>					
Pay & display: up to 1 hour	Yes	0.92	0.18	1.10	1.10
1 to 3 hours	Yes	1.25	0.25	1.50	1.50
all day	Yes	4.75	0.95	5.70	5.70
Season ticket: annual	Yes	587.50	117.50	705.00	705.00
<b>Butt Lane (Monday to Saturday - 8am to 5pm) - Budget Expectation £310,000</b>					
Pay & display: up to 1 hour	Yes	1.17	0.23	1.40	1.40
1 to 2 hours	Yes	1.58	0.32	1.90	1.90
2 to 3 hours	Yes	2.08	0.42	2.50	2.50
3 to 4 hours	Yes	2.83	0.57	3.40	3.40
over 4 hours	Yes	4.75	0.95	5.70	5.70
Weekday and Saturday Evening (5pm to 10pm)	Yes	1.67	0.33	2.00	2.00
Sunday and bank holidays					
Pay & display: up to 1 hour	Yes	0.92	0.18	1.10	1.10
1 to 3 hours	Yes	1.25	0.25	1.50	1.50
all day	Yes	4.75	0.95	5.70	5.70
Season ticket: annual	Yes	689.17	137.83	827.00	827.00
6 months	Yes	345.00	69.00	414.00	414.00
monthly	Yes	61.25	12.25	73.50	73.50
<b>Friary Fields (Monday to Saturday - 8am to 5pm) - Budget Expectation £86,000</b>					
Pay & display: up to 3 hours	Yes	2.08	0.42	2.50	2.50
3 to 4 hours	Yes	2.83	0.57	3.40	3.40
over 4 hours	Yes	4.75	0.95	5.70	5.70
Weekday and Saturday Evening (5pm to 10pm)	Yes	1.67	0.33	2.00	2.00
Sunday All Day and bank holidays:					
Pay & display: up to 1 hour	Yes	0.92	0.18	1.10	1.10
1 to 3 hours	Yes	1.25	0.25	1.50	1.50
all day	Yes	4.75	0.95	5.70	5.70
Season ticket: annual	Yes	689.17	137.83	827.00	827.00
6 months	Yes	345.00	69.00	414.00	414.00
monthly	Yes	61.25	12.25	73.50	73.50
<b>High St. East (Monday to Saturday - 8am to 5pm)- Budget Expectation £104,000</b>					
Pay and display: up to 1 hour	Yes	1.17	0.23	1.40	1.40
1 to 2 hours	Yes	1.58	0.32	1.90	1.90
2 to 3 hours	Yes	2.08	0.42	2.50	2.50
3 to 4 hours	Yes	2.83	0.57	3.40	3.40
over 4 hours	Yes	4.75	0.95	5.70	5.70
Weekday and Saturday Evening (5pm to 10pm)	Yes	1.67	0.33	2.00	2.00
Sunday All Day and bank holidays:					
Pay & display: up to 1 hour	Yes	0.92	0.18	1.10	1.10
1 to 3 hours	Yes	1.25	0.25	1.50	1.50
all day	Yes	4.75	0.95	5.70	5.70
Season ticket: annual	Yes	689.17	137.83	827.00	827.00
6 months	Yes	345.00	69.00	414.00	414.00
monthly	Yes	61.25	12.25	73.50	73.50
<b>Hythe Quay</b>					
Season ticket: Annual	Yes	125.00	25.00	150.00	150.00
<b>Maldon Promenade (Monday to Sunday - 8am to Closing) - Budget Expectation £580,000</b>					
Car: up to 1 hour	Yes	1.42	0.28	1.70	1.70
1 to 2 hours	Yes	2.83	0.57	3.40	3.40
all day	Yes	6.67	1.33	8.00	8.00

**SERVICE DELIVERY**

	VAT	Charge	VAT	2026/27	2025/26
		£	£	£	£
all day	Yes	8.33	1.67	10.00	10.00
Residents season ticket	Yes	689.17	137.83	827.00	827.00
Residents season ticket (two hours per day)	Yes	141.67	28.33	170.00	170.00
<b>Market Site - Budget Expectation £15,600</b>					
Season ticket: annual	Yes	689.17	137.83	827.00	827.00
6 months	Yes	345.00	69.00	414.00	414.00
monthly	Yes	61.25	12.25	73.50	73.50
<b>Silver Street - Budget Expectation £5,300</b>					
Season ticket: annual	Yes	689.17	137.83	827.00	827.00
6 months	Yes	345.00	69.00	414.00	414.00
monthly		Pro rata charge			
<b>White Horse Lane (Monday to Saturday - 8am to 5pm) - Budget Expectation £465,000</b>					
Pay & display: up to 1 hour	Yes	1.17	0.23	1.40	1.40
1 to 2 hours	Yes	1.58	0.32	1.90	1.90
2 to 3 hours	Yes	2.08	0.42	2.50	2.50
3 to 4 hours	Yes	3.92	0.78	4.70	4.70
over 4 hours	Yes	9.33	1.87	11.20	11.20
Weekday and Saturday Evening (5pm to 10pm)	Yes	1.67	0.33	2.00	2.00
Sunday All Day and bank holidays:					
Pay & display: up to 1 hour	Yes	1.08	0.22	1.30	1.30
1 to 3 hours	Yes	1.67	0.33	2.00	2.00
all day	Yes	8.33	1.67	10.00	10.00
Maldon Schools permit	Yes	237.50	47.50	285.00	285.00
<b>Town Centre Car Parks - Budget Expectation £1,400</b>					
Residents season ticket (Monday 5pm-10pm All Day Sunday)	Yes	85.42	17.08	102.50	102.50
<b>Events Car Parking - day ticket</b>					
Charge to be set by Maldon District Council (MDC) prior to event	Yes				
<b>Electricity Supply (Riverside and Promenade Park)</b>					
Charge per day	Yes		Price on application		107.00
Deposit	No		Price on application		
<b>Water Supply (Riverside and Promenade Park)</b>					
Stand Pipe Installation	No		Price on application		
Charge per day	Yes		Price on application		
Deposit	No		Price on application		
<b>Beach Hut Hire - Promenade Park - Budget Expectation £46,100</b>					
<b>Daily Charge</b>					
High-Season (April - September)	Yes	50.83	10.17	61.00	59.00
Low-Season (October - March)	Yes	32.50	6.50	39.00	38.00
<b>FUNFAIRS AND CIRCUSES - Budget Expectation £79,400</b>					
Damage deposit	No		Price on application		
Poster removal deposit	No		Price on application		
<b>Circus at Promenade Park</b>					
Daily ground rate (whilst circus is in operation)	No		Price on application		
Daily ground rate (whilst circus is not in operation)	No		Price on application		
<b>Circus at Riverside Park</b>					
Daily ground rate (whilst circus is in operation)	No		Price on application		
Daily ground rate (whilst circus is not in operation)	No		Price on application		
<b>Funfair at Riverside Park</b>					
Daily ground rate (whilst fair is in operation)	No		Price on application		
Daily ground rate (whilst fair is not in operation)	No		Price on application		
<b>Travelling Funfair at Promenade Park</b>					
Daily ground rate (whilst fair is in operation)	No		Price on application		
Daily ground rate (whilst fair is not in operation)	No		Price on application		
<b>PARKS AND OPEN SPACES</b>					
<b>Memorial Benches</b>					
Rustic bench	No	1,628.00		1,628.00	1,568.00
Cast iron bench	No	1,654.00		1,654.00	1,593.00
<b>Advertising and Sponsorship</b>					
Events Banners per week (main gate entrances on railings x2 + free electronic advert)	Yes		Price on application		
Events Banners per week ( <i>community / charity</i> )	Yes	32.50	6.50	39.00	38.00
Internal park adverts To Be Advised (TBA) ( <i>per week</i> )	Yes	32.50	6.50	39.00	38.00
Vehicle advertising TBA ( <i>per day</i> )	Yes		Price on application		
Sponsorship	Yes		By negotiation		
<b>Event Land Hire Charge - Council Park or Open Space</b>					
Event licence / Permit fee (minimum fee payable on acceptance of event)	Yes	59.17	11.83	71.00	51.00
Road closure applicaion (Admin fee)	Yes	75.00	15.00	90.00	71.00
Charity - Small event (1-1,000 attendees)	Yes		Price on application		
Charity - Medium event (1,001- 2,500 attendees)	Yes		Price on application		
Charity - Large event (2,501 + attendees)	Yes		Price on application		
Community - Small event (1-1,000 attendees)	Yes		Price on application		
Community - Medium event (1,001- 2,500 attendees)	Yes		Price on application		



**SERVICE DELIVERY**

	VAT	Charge £	VAT £	2026/27 £	2025/26 £
Community - Large event (2,501 + attendees)	Yes			Price on application	
Commercial - Small event (1-1,000 attendees)	Yes			Price on application	
Commercial - Medium event (1,001- 2,500 attendees)	Yes			Price on application	
Commercial - Large event (2,501 + attendees)	Yes			Price on application	
<b>Prom Park hire for Concessions</b>				Price on application	
<b>Other Council owned Land Hire for Concessions - (price is per operator, per day, per concession)</b>					
<b>Peak Time (School Holidays/Bank Holidays/ Event Days)</b>					
Daily charge	No	83.00	-	83.00	80.00
<b>Off Peak Time</b>					
Daily charge	No	51.00	-	51.00	49.00
<b>Pop Up Trading</b>					
<b>Peak Time (School Holidays/Bank Holidays/ Event Days)</b>					
Market Stall (Frame with Canopy)	No	90.00	-	90.00	87.00
Wheelie Cart	No	71.00	-	71.00	68.00
Wheelie Cart including Fridge	No	77.00	-	77.00	74.00
Electricity	Yes			Price on application	
<b>Off Peak Time</b>					
Market Stall (Frame with Canopy)	No	77.00	-	77.00	74.00
Wheelie Cart	No	58.00	-	58.00	56.00
Wheelie Cart including Fridge	No	63.00	-	63.00	61.00
Electricity	Yes			Price on application	
<b>ROUNDAABOUT SPONSORSHIP - Budget Expectation £8,700</b>					
1 Year agreement - Maldon Town site	Yes			Price on application	Price on application
1 Year agreement - Other district site	Yes			Price on application	Price on application
3 Year agreement - Maldon Town site	Yes			Price on application	Price on application
3 Year agreement - Other district site	Yes			Price on application	Price on application
Landscaping scheme (minimum 5 years)	Yes			Price on application	Price on application
<b>1 Year Boundary sign Agreement</b>	Yes			Price on application	
<b>PARKS AND SPORTS PITCHES</b>					
<b>Cricket (per game)</b>					
Adult	Yes	94.17	18.83	113.00	109.00
Junior	Yes	54.17	10.83	65.00	63.00
Sports pitch use - parking season ticket (per club)	Yes	137.50	27.50	165.00	159.00
<b>Football (per game)</b>					
Adult	Yes	59.17	11.83	71.00	68.00
Junior	Yes	43.33	8.67	52.00	50.00
Changing rooms (only)	Yes	11.67	2.33	14.00	14.00
Sports pitch use - parking season ticket (per team)	Yes	137.50	27.50	165.00	159.00
Sports club training / structured activities		10.83	2.17	13.00	13.00
<b>Mini Soccer</b>					
Juniors	Yes	35.83	7.17	43.00	41.00
<b>Netball (per court, per hour)</b>					
Adult	Yes	11.67	2.33	14.00	14.00
Junior	Yes	9.17	1.83	11.00	11.00
<b>Organised Bootcamps / Personal Training in Council-owned Parks</b>					
Hourly	Yes	11.67	2.33	14.00	14.00
3 Month Licence (2 hours per week)	Yes	159.17	31.83	191.00	184.00
6 Month Licence (up to 3 hours per week)	Yes	234.17	46.83	281.00	271.00
12 Month Licence (up to 5 hours per week)	Yes	372.50	74.50	447.00	431.00
<b>RIVERS</b>					
<b>Moorings - Budget Expectation £24,300</b>					
Annual charge: up to 7.99 metres	Yes	159.17	31.83	191.00	184.00
8 to 9.99 metres	Yes	260.00	52.00	312.00	301.00
10 to 14.99 metres	Yes	362.50	72.50	435.00	419.00
15 metres and above	Yes	479.17	95.83	575.00	554.00
Mooring registration fee	Yes	144.17	28.83	173.00	167.00
Transfer of mooring				50% of annual mooring fee	
<b>Residential Mooring Charges</b>					
up to 9.99 metres (per month)		213.33	42.67	256.00	247.00
10 to 14.99 metres (per month)		258.33	51.67	310.00	228.00
15 metres and above (per month)		395.83	79.17	475.00	458.00
<b>Wharfage - Hythe Quay Maldon and Burnham Pontoon - Budget Expectation £20,400</b>					299.00
Daily fees: vessels and multihulls	Yes	23.33	4.67	28.00	310.36
Annual fees: Available to Fully Rigged Thames Sailing barges operators only	Yes	2,286.67	457.33	2,744.00	27.00
(annual fee can be paid quarterly with no penalty)	Yes	571.67	114.33	686.00	2,644.00
Monthly fees: Available to Fully Rigged Thames Sailing barges operators only	Yes	210.00	42.00	252.00	661.00
Weekly Fee: as per daily rate multiplied by 7, no rate change.	Yes	160.83	32.17	193.00	243.00
240/32 Amp Supply - Daily Charge (Maldon)	yes	5.00	1.00	6.00	186.00
Static Events on vessels using the Hythe Quay / Burnham (Daily charge)	Yes	150.00	30.00	180.00	6.00
Exclusive use of visitor pontoons Maldon / Burnham (Daily charge)	Yes	150.00	30.00	180.00	173.00
Visitor Pontoon - Weekly Winter charge Oct - April (Maldon)	yes	75.00	15.00	90.00	173.00
<b>Commercial team</b>					87.00
Box Office services - commission rate to be set at 10% unless agreed by MDC					
Commercial Services Marketing - Price on enquiry					

<b>PLANNING SERVICES</b>	<b>VAT</b>	<b>Charge £</b>	<b>VAT £</b>	<b>2026/27 £</b>	<b>2025/26 £</b>
<b>BUILDING CONTROL - Budget Expectation £137,400</b>					
New dwellings			See attached - table A		
Work to a single dwelling			See attached - table B		
All other non-domestic work			See attached - table C		
Copy document (completion certificate)	No	17.00	-	17.00	16.00
<b>DEVELOPMENT MANAGEMENT</b>					
<b>Designs and Patents Act 1989</b>					
Plan copies - per sheet: A4	Yes	0.08	0.02	0.10	0.10
A3	Yes	0.17	0.03	0.20	0.20
A2	Yes	0.83	0.17	1.00	1.00
die line	Yes	1.67	0.33	2.00	2.00
<b>Ordnance Survey Maps</b>					
Handling fee	Yes	1.67	0.33	2.00	2.00
Site plans (max 6 copies) - per extract	Yes	40.00	8.00	48.00	46.00
<b>Other Development Management</b>					
High Hedge Complaints	Yes	652.50	130.50	783.00	754.00
<b>Section 106</b>					
S106 Monitoring Fee - Basic with no funding clauses and standard wording	Yes	114.17	22.83	137.00	132.00
S106 Minor and Medium development of 1-9 houses with funding clauses	Yes	698.33	139.67	838.00	807.60
S106 Major development - 10-99 houses with funding clauses	Yes	910.00	182.00	1,092.00	1,052.40
S106 Major development - over 100 houses with funding and bespoke clauses	Yes	1,365.00	273.00	1,638.00	1,578.00
BNG Net Gain Monitoring Fee sites under 20Ha ( <b>New Charge</b> )	No	3,329.00	-	3,329.00	3,207.00
BNG Net Gain Monitoring Fee sites between 20Ha and 50Ha ( <b>New Charge</b> )	No	5,251.00	-	5,251.00	5,059.00
BNG Net Gain Monitoring Fee sites between 50Ha and 100ha ( <b>New Charge</b> )	No	6,654.00	-	6,654.00	6,410.00
BNG Net Gain Monitoring Fee sites over 100ha - bespoke will require calculating on size ( <b>New Charge</b> )					
<b>Street Naming and Numbering - Budget Expectation £15,000</b>					
Adding / removing a name	No	60.00	-	60.00	58.00
Renaming / renumbering a property	No	60.00	-	60.00	58.00
Naming / numbering 1-5 properties (per property) inc flats*	No	90.00	-	90.00	87.00
Naming / numbering 6-25 properties (per property) inc flats*	No	40.00	-	40.00	39.00
Naming / numbering 26-75 properties (per property) inc flats*	No	33.00	-	33.00	32.00
Naming / numbering 76+ properties (per property) inc flats*	No	26.00	-	26.00	25.00
Naming a street (per street)**	No	132.00	-	132.00	127.00
Change to development after notification	No	64.00	-	64.00	62.00
Street renaming at residents request	No	196.00	-	196.00	189.00
Written confirmation of postal address details	No	0.00	-	0.00	0.00
* numbers include dwellings within developments with new streets					
** number of new street names only					
<b>LAND CHARGES - Budget Expectation £81,000</b>					
Premises exempt as per legislation: church halls, village halls & non-commercial venues					
CON29 (part 1): standard fee	Yes	161.67	32.33	194.00	187.00
additional fee for non-residential searches	Yes	29.17	5.83	35.00	34.00
CON29O (part 2) enquiry - per question: Q4-5 only ( <i>if purchased with full search</i> )	Yes	20.83	4.17	25.00	24.00
Q6-21	Yes	20.83	4.17	25.00	24.00
Q22 only	Yes	29.17	5.83	35.00	34.00
Additional enquiry	Yes	42.50	8.50	51.00	49.00
Additional parcel of land CON29	Yes	20.83	4.17	25.00	24.00
Copy of duplicate search	Yes	12.08	2.42	14.50	14.00
Search confirmation (up to 3mths old)	Yes	12.08	2.42	14.50	14.00
<b>Personal Searches</b>					
CON29R standard enquiry (when viewed in person)		Free			

**PLANNING SERVICES Pre-Application Fees and Charges 2026/27**  
**Budget Expectation £853,200**

				2026/27	2025/26	VAT 20% Govt	Inflation 3.8% 0.0%						
Further Details		Cost (£)	20% VAT (£)	Total (£)	Total (£)	Change	% Change	C/C	A/C	Budget	Comments		
Householder development (Duty Planner)	Only available for non-Complex Householder advice. This would include extensions to single dwellings, porches, garages, outbuildings and walls and fences. (No written advice).	26.67	5.33	32.00	30.66	- 1.34	-4.2%	302	9240				
Application Validation	Reviewing application forms and charging for incorrect submission of information related to planning applications.	26.67	5.33	32.00	30.66	- 1.34	-4.2%	302	9240				
Householder development (Written advice)	Includes proposals to alter and extend individual houses and flats for residential purposes where the development relates to a building which is not listed as being of architectural or historic interest. In cases where the house or flat is listed then the charge will fall within Minor Development.	140.00	28.00	168.00	161.48	- 6.52	-3.9%	302	9240				
Householder development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals to alter and extend individual houses and flats for residential purposes where the development relates to a building which is not listed as being of architectural or historic interest. In cases where the house or flat is listed then the charge will fall within Minor Development.	264.17	52.83	317.00	305.58	- 11.42	-3.6%	302	9240				
Smallscale commercial development (Written advice)	Includes proposals for:  Change of use up to 200m2 Extensions to commercial properties under 50m2 1-3 Advertisements Amendments to Previously Approved Schemes	140.00	28.00	168.00	161.48	- 6.52	-3.9%	302	9240				
Smallscale commercial development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for:  Change of use up to 200m2 Extensions to commercial properties under 50m2 1-3 Advertisements Amendments to Previously Approved Schemes	264.17	52.83	317.00	305.58	- 11.42	-3.6%	302	9240				
Minor development (Written advice)	Includes proposals for:  1-4 residential units or gross external floorspace of up to 499m2 Change of use between 200 and 499m2 Extensions to commercial properties over 50m2 Over three advertisements Public Art Telecommunications Equipment Air Conditioning / Ventilation Equipment Amendments to Previously Approved Schemes	350.00	70.00	420.00	404.71	- 15.29	-3.6%	302	9240				
Minor development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for:  1-4 residential units or gross external floorspace of up to 499m2 Change of use between 200 and 499m2 Extensions to commercial properties over 50m2 Over three advertisements Public Art Telecommunications Equipment Air Conditioning / Ventilation Equipment Amendments to Previously Approved Schemes	786.67	157.33	944.00	909.58	- 34.42	-3.6%	302	9240				
Medium development (Written advice)	Includes proposals for:  5-9 residential units or gross external floorspace of 500-999m2	525.00	105.00	630.00	607.07	- 22.93	-3.6%	302	9240				
Medium development (hour and written advice)	Includes proposals for: 5-9 residential units or gross external floorspace of 500-999m2	945.00	189.00	1,134.00	1,092.52	- 41.48	-3.7%	302	9240				
Major development (Written advice)	Includes proposals for: 10-20 residential units Non-residential development with a gross external floorspace over 1,000m2	945.00	189.00	1,134.00	1,092.52	- 41.48	-3.7%	302	9240				
Major development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: 10-20 residential units Non-residential development with a gross external floorspace over 1,000m2	1,889.17	377.83	2,267.00	2,184.01	- 82.99	-3.7%	302	9240				
Strategic Proposals (Planning Performance Assessment)	Includes proposals for:  Any application of 75 dwellings or more dwellings; or any outline residential development proposals whose site is 2 hectares or more. Any residential proposal promoted as an allocated site within the LDP. Any 100% Affordable Housing proposals of six dwellings or 0.3ha or more in outline form. Any non-residential development proposal, whose floor area is 1,500 square metres or more or whose site area is 2 hectares or more. Any non-residential proposals relating to development proposals allocated within the Local Development Plan (LDP). Any retail development 1,000 square meters or more or which of 250 square metres or more and is proposed to be beyond existing town centres as defined in the local plan or emerging LDP. Any mixed use development proposals whose site area is 2 hectares or more, or is of 75 dwellings or 1,000 square metres commercial floor area or more. Wind Turbines Any wind energy proposals whose output capacity is 1MW or more or which proposes three or more wind turbines whose output capacity is 1MW or more or which proposes 4,000 or more solar panels. Energy from Waste Scheme which is 1KW capacity or more.	Individually determined at full cost recovery				-							

**PLANNING SERVICES Pre-Application Fees and Charges 2026/27**  
**Budget Expectation £853,200**

				2026/27	2025/26	VAT 20% Govt	Inflation 3.8% 0.0%							
Further Details		Cost (£)	20% VAT (£)	Total (£)	Total (£)	Change	% Change	C/C	A/C	Budget	Comments			
Minor Alterations to Listed Building (Written advice)	Only available for very minor and non-Complex advice. This would include replacement windows.  This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.	105.00	21.00	126.00	121.62	-	4.38	-3.5%	302	9240				
						-								
						-								
Alterations/Extension to Listed Building (Written advice)	Includes proposals for:  Alterations to a listed building Extensions and additions to a listed building Demolition of an unlisted building within a conservation area  This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.	350.00	70.00	420.00	404.71	-	15.29	-3.6%	302	9240				
						-								
						-								
						-								
						-								
						-								
Alterations/Extension to Listed Building (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for:  Alterations to a listed building Extensions and additions to a listed building Demolition of an unlisted building within a conservation area  This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.	854.17	170.83	1,025.00	987.25	-	37.75	-3.7%	302	9240				
						-								
						-								
						-								
						-								
						-								
Development in a Conservation Area (Written Advice )	This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.	264.17	52.83	317.00	305.58	-	11.42	-3.6%	302	9240				
						-								
Development in a Conservation Area (Meeting* with Planning Officer of no more than one hour and written advice)	This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.	769.17	153.83	923.00	889.14	-	33.86	-3.7%	302	9240				
						-								
Minor Tree advice (Tree within a conservation area only) (Written advice)	Includes proposals for:  Works to 1-4 individually listed trees	140.00	28.00	168.00	121.62	-	46.38	-27.6%	302	9240				
						-								
Minor Tree advice (TPOs only) (Written advice)	Includes proposals for:  Works to 1-4 individually listed trees Replacement of 1-4 individually listed trees	140.00	28.00	168.00	161.48	-	6.52	-3.9%	302	9240				
						-								
Minor Tree advice (TPOs only) (Meeting* with appropriate Officer of no more than one hour and written advice)	Includes proposals for:  Works to 1-4 individually listed trees Replacement of 1-4 individually listed trees	350.00	70.00	420.00	404.71	-	15.29	-3.6%	302	9240				
						-								
Major Tree advice (TPOs only) (Meeting* with appropriate Officer of no more than one hour and written advice)	Includes proposals for:  Works to 5 or more individually listed trees Replacement of 5 or more individually listed trees Works to trees within an area protected under a Tree Preservation Order Works to trees within a woodland protected under a Tree Preservation Order	700.83	140.17	841.00	810.45	-	30.55	-3.6%	302	9240				
						-								
						-								
						-								
						-								
Inspection of compliance with Enforcement Notice	Written confirmation that an enforcement notice has been complied with.	350.00	70.00	420.00	404.71	-	15.29	-3.6%	302	9240				
Compliance with Condition requests	Includes, but not exclusively:  Written confirmation that a condition(s) has been complied with Written confirmation that a condition(s) has been discharged	350.00	70.00	420.00	305.58	-	114.42	-27.2%	302	9240				
						-								
						-								
Compliance with S.106 Agreement requests	Written confirmation that all/some S.106 obligations have been agreed	188.33 per obligation	37.67	226.00	217.69	-	8.31	-3.7%	302	9240				
						-								
Planning History requests	Includes, but not exclusively:  Written confirmation of any restrictions imposed on a site. Confirmation of authorised use of a site Confirmation of an absence of an agricultural occupancy condition	350.00	70.00	420.00	305.58	-	114.42	-27.2%	302	9240				
						-								
						-								
						-								
Withdrawing Historic Enforcement Notices	At the request of a landowner, evaluate whether a historic Enforcement Notice can be withdrawn	350.00	70.00	420.00	360.00	-	60.00	-14.3%	302	9240				
Pre App pre sale meeting for Listed Buildings	Discussing a listed building with a prospective purchaser to help them understand their responsibility	350.00	70.00	420.00	180.00	-	240.00	-57.1%	302	9240	-822000			

\*All pre-application and advice meetings will be held at the Council Offices. However, if it is agreed necessary to convene a meeting on site, travel time to and from the site will be charged at the hourly meeting rate. Officers are unable to hold a site meeting without the prior deposit of plans or written proposals.

TABLE A - NEW DWELLINGS

2026/27

Dwelling-houses and Flats not exceeding 300m2

Please note that the Charges marked with an * have been reduced to reflect where controlled electrical installations are being carried out, tested and certified by a registered Part P electrician. If these reductions are claimed and a self certifying electrician is not subsequently employed, the applicant will be invoiced for supplementary charges equivalent to the discount (see D14 below)										
VAT rate:	20.0%		2026/27	2026/27	2026/27	2026/27	2025/26	2025/26	2025/26	2025/26
Code	Bungalows or Houses less than 4 storeys		Plan Charge	Inspection Charge *	Building Notice Charge*	Regularisation Charge*	Plan Charge	Inspection Charge *	Building Notice Charge*	Regularisation Charge*
H01	1 Plot	Net	263.00	658.00	1,012.00	1,289.00	253.00	634.00	975.00	1,242.00
		VAT	52.60	131.60	202.40	-	50.60	126.80	195.00	-
		Total	315.60	789.60	1,214.40	1,289.00	303.60	760.80	1,170.00	1,242.00
H02	2 Plots	Net	394.00	1,051.00	1,590.00	2,024.00	380.00	1,013.00	1,532.00	1,950.00
		VAT	78.80	210.20	318.00	-	76.00	202.60	306.40	-
		Total	472.80	1,261.20	1,908.00	2,024.00	456.00	1,215.60	1,838.40	1,950.00
H03	3 Plots	Net	461.00	1,446.00	2,096.00	2,668.00	444.00	1,393.00	2,019.00	2,570.00
		VAT	92.20	289.20	419.20	-	88.80	278.60	403.80	-
		Total	553.20	1,735.20	2,515.20	2,668.00	532.80	1,671.60	2,422.80	2,570.00
H04	4 Plots	Net	526.00	1,840.00	2,602.00	3,313.00	507.00	1,773.00	2,507.00	3,192.00
		VAT	105.20	368.00	520.40	-	101.40	354.60	501.40	-
		Total	631.20	2,208.00	3,122.40	3,313.00	608.40	2,127.60	3,008.40	3,192.00
H05	5 Plots	Net	591.00	2,234.00	3,109.00	3,957.00	569.00	2,152.00	2,995.00	3,812.00
		VAT	118.20	446.80	621.80	-	113.80	430.40	599.00	-
		Total	709.20	2,680.80	3,730.80	3,957.00	682.80	2,582.40	3,594.00	3,812.00
	Flats									
F01	1	Net	263.00	658.00	1,012.00	1,289.00	253.00	634.00	975.00	1,242.00
		VAT	52.60	131.60	202.40	-	50.60	126.80	195.00	-
		Total	315.60	789.60	1,214.40	1,289.00	303.60	760.80	1,170.00	1,242.00
F02	2	Net	394.00	855.00	1,373.00	1,749.00	380.00	824.00	1,323.00	1,685.00
		VAT	78.80	171.00	274.60	-	76.00	164.80	264.60	-
		Total	472.80	1,026.00	1,647.60	1,749.00	456.00	988.80	1,587.60	1,685.00
F03	3	Net	461.00	1,051.00	1,663.00	2,116.00	444.00	1,013.00	1,602.00	2,039.00
		VAT	92.20	210.20	332.60	-	88.80	202.60	320.40	-
		Total	553.20	1,261.20	1,995.60	2,116.00	532.80	1,215.60	1,922.40	2,039.00
F04	4	Net	526.00	1,249.00	1,951.00	2,485.00	507.00	1,203.00	1,880.00	2,394.00
		VAT	105.20	249.80	390.20	-	101.40	240.60	376.00	-
		Total	631.20	1,498.80	2,341.20	2,485.00	608.40	1,443.60	2,256.00	2,394.00
F05	5	Net	591.00	1,446.00	2,241.00	2,852.00	569.00	1,393.00	2,159.00	2,748.00
		VAT	118.20	289.20	448.20	-	113.80	278.60	431.80	-
		Total	709.20	1,735.20	2,689.20	2,852.00	682.80	1,671.60	2,590.80	2,748.00
	Conversion to									
V01	Single Dwelling-House	Net	263.00	788.00	1,156.00	1,473.00	253.00	759.00	1,114.00	1,419.00
		VAT	52.60	157.60	231.20	-	50.60	151.80	222.80	-
		Total	315.60	945.60	1,387.20	1,473.00	303.60	910.80	1,336.80	1,419.00
V02	Single Flat	Net	263.00	658.00	1,012.00	1,289.00	253.00	634.00	975.00	1,242.00
		VAT	52.60	131.60	202.40	-	50.60	126.80	195.00	-
		Total	315.60	789.60	1,214.40	1,289.00	303.60	760.80	1,170.00	1,242.00
	Notifiable electrical work		(where applicable, in addition to the above, per dwelling)				(where applicable, in addition to the above, per dwelling)			
D14	(Where a satisfactory certificate will <b>not</b> be issued by a Part P registered electrician)	Net	This charge relates to a first fix pre-plaster inspection and final testing on completion. For Regularisation			276.00	351.00	This charge relates to a first fix pre-plaster inspection and final testing on completion. For Regularisation application a full		
		VAT				55.20	-			
		Total				331.20	351.00			

303 9220    303 9230    303 9255    ?  
 -55400    -66600    -60400

Where Standard Charges are not applicable please  
 contact Building Control on 01621 854477

IK TO A SINGLE DWELLING

2026/27

re than 3 storeys above ground level

Please note that the above rates are for work that is not classified as a 'notifiable electrical work' (in addition to the above, where applicable)

VAT rate	20.0%			2026/27	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27	2025/26	2025/26	2025/26	2025/26	2025/26	2025/26	2025/26
Code	Extension & New Build		Full Plans		Full Plans - Multiple work reductions only **		Building Notice Charge *	Multiple work reductions only Building Notice Charge * at 50% reduced rate **	Regularisation Charge *	Full Plans		Full Plans - Multiple work reductions only **		Building Notice Charge *		Multiple work reductions only Building Notice Charge * at 50% reduced rate **	Regularisation Charge *
			Plan Charge	Inspection Charge *	Plan Charge at 50% reduced rate**	Inspection Charge * at 50% reduced rate **				Plan Charge	Inspection Charge *	Plan Charge at 50% reduced rate**	Inspection Charge * at 50% reduced rate **	Notice	Charge *		
D01	Separate single storey extension with	Net	263.00	526.00	133.00	263.00	867.00	434.00	1,104.00	253.00	507.00	128.00	253.00	835.00	418.00	1,064.00	
		VAT	52.60	105.20	26.60	52.60	173.40	86.80	-	50.60	101.40	25.60	50.60	167.00	83.60	-	
		Total	315.60	631.20	159.60	315.60	1,040.40	520.80	1,104.00	303.60	608.40	153.60	303.60	1,002.00	501.60	1,064.00	
D02	Separate single storey extension with	Net	263.00	526.00	133.00	263.00	867.00	434.00	1,104.00	253.00	507.00	128.00	253.00	835.00	418.00	1,064.00	
		VAT	52.60	105.20	26.60	52.60	173.40	86.80	-	50.60	101.40	25.60	50.60	167.00	83.60	-	
		Total	315.60	631.20	159.60	315.60	1,040.40	520.80	1,104.00	303.60	608.40	153.60	303.60	1,002.00	501.60	1,064.00	
D03	Separate extension with some part 2 or 3	Net	274.00	548.00	137.00	274.00	867.00	434.00	1,104.00	264.00	528.00	132.00	264.00	835.00	418.00	1,064.00	
		VAT	54.80	109.60	27.40	54.80	173.40	86.80	-	52.80	105.60	26.40	52.80	167.00	83.60	-	
		Total	328.80	657.60	164.40	328.80	1,040.40	520.80	1,104.00	316.80	633.60	158.40	316.80	1,002.00	501.60	1,064.00	
D04	Separate extension with some part 2 or 3	Net	285.00	570.00	142.50	285.00	867.00	434.00	1,104.00	275.00	550.00	137.50	275.00	835.00	418.00	1,064.00	
		VAT	57.00	114.00	28.50	57.00	173.40	86.80	-	55.00	110.00	27.50	55.00	167.00	83.60	-	
		Total	342.00	684.00	171.00	342.00	1,040.40	520.80	1,104.00	330.00	660.00	165.00	330.00	1,002.00	501.60	1,064.00	
D05	A building or extension comprising	Net	263.00	526.00	133.00	263.00	867.00	434.00	1,104.00	253.00	507.00	128.00	253.00	835.00	418.00	1,064.00	
		VAT	52.60	105.20	26.60	52.60	173.40	86.80	-	50.60	101.40	25.60	50.60	167.00	83.60	-	
		Total	315.60	631.20	159.60	315.60	1,040.40	520.80	1,104.00	303.60	608.40	153.60	303.60	1,002.00	501.60	1,064.00	
D06	Detached non-habitable domestic	Net	263.00	526.00	133.00	263.00	867.00	434.00	1,104.00	253.00	507.00	128.00	253.00	835.00	418.00	1,064.00	
		VAT	52.60	105.20	26.60	52.60	173.40	86.80	-	50.60	101.40	25.60	50.60	167.00	83.60	-	
		Total	315.60	631.20	159.60	315.60	1,040.40	520.80	1,104.00	303.60	608.40	153.60	303.60	1,002.00	501.60	1,064.00	
Conversions																	
D07	First floor & second floor loft conversions	Net	263.00	526.00	133.00	263.00	867.00	434.00	1,104.00	253.00	507.00	128.00	253.00	835.00	418.00	1,064.00	
		VAT	52.60	105.20	26.60	52.60	173.40	86.80	-	50.60	101.40	25.60	50.60	167.00	83.60	-	
		Total	315.60	631.20	159.60	315.60	1,040.40	520.80	1,104.00	303.60	608.40	153.60	303.60	1,002.00	501.60	1,064.00	
D08	Other work (e.g. garage conversions)	Net	263.00	526.00	133.00	263.00	867.00	434.00	1,104.00	253.00	507.00	128.00	253.00	835.00	418.00	1,064.00	
		VAT	52.60	105.20	26.60	52.60	173.40	86.80	-	50.60	101.40	25.60	50.60	167.00	83.60	-	
		Total	315.60	631.20	159.60	315.60	1,040.40	520.80	1,104.00	303.60	608.40	153.60	303.60	1,002.00	501.60	1,064.00	
Alterations (including underpinning)																	
D09	Renovation of a thermal element	Net	132.00	264.00	66.00	132.00	434.00	217.00	550.00	127.00	254.00	63.00	127.00	418.00	209.00	545.00	
		VAT	26.40	52.80	13.20	26.40	86.80	43.40	-	25.40	50.80	12.60	25.40	83.60	41.80	-	
		Total	158.40	316.80	79.20	158.40	520.80	260.40	550.00	152.40	304.80	75.60	152.40	302.60	150.80	545.00	
D10	Replacement of windows, roof lights, roof	Net	132.00	264.00	66.00	132.00	434.00	217.00	550.00	127.00	254.00	63.00	127.00	418.00	209.00	545.00	
		VAT	26.40	52.80	13.20	26.40	86.80	43.40	-	25.40	50.80	12.60	25.40	83.60	41.80	-	
		Total	158.40	316.80	79.20	158.40	520.80	260.40	550.00	152.40	304.80	75.60	152.40	302.60	150.80	545.00	
D11a	Cost of work not exceeding £2,000 (Incl	Net	132.00	264.00	66.00	132.00	434.00	217.00	550.00	127.00	254.00	63.00	127.00	418.00	209.00	545.00	
		VAT	26.40	52.80	13.20	26.40	86.80	43.40	-	25.40	50.80	12.60	25.40	83.60	41.80	-	
		Total	158.40	316.80	79.20	158.40	520.80	260.40	550.00	152.40	304.80	75.60	152.40	302.60	150.80	545.00	
D11	Cost of work exceeding £2,001 & not	Net	197.00	394.00	98.50	197.00	650.00	325.00	825.00	190.00	380.00	95.00	190.00	620.00	310.00	930.00	
		VAT	39.40	78.80	19.70	39.40	190.00	95.00	-	38.00	76.00	19.00	38.00	184.00	92.00	-	
		Total	236.40	472.80	118.20	236.40	840.00	420.00	825.00	228.00	456.00	114.00	228.00	804.00	402.00	930.00	
D12	Cost of work exceeding £5,001 & not	Net	263.00	526.00	133.00	263.00	867.00	434.00	1,104.00	253.00	507.00	128.00	253.00	835.00	418.00	1,064.00	
		VAT	52.60	105.20	26.60	52.60	173.40	86.80	-	50.60	101.40	25.60	50.60	167.00	83.60	-	
		Total	315.60	631.20	159.60	315.60	1,040.40	520.80	1,104.00	303.60	608.40	153.60	303.60	1,002.00	501.60	1,064.00	
D13	Cost of work exceeding £25,001 & not	Net	328.00	656.00	164.00	328.00	1,084.00	542.00	1,381.00	316.00	632.00	158.00	316.00	1,044.00	522.00	1,330.00	
		VAT	65.60	131.20	32.80	65.60	216.80	108.40	-	63.20	126.40	31.60	63.20	208.80	104.40	-	
		Total	393.60	787.20	196.80	393.60	1,300.80	650.40	1,381.00	379.20	758.40	189.60	379.20	1,252.80	626.40	1,330.00	
Notifiable Electrical work (in addition to the above, where applicable)																	
D14	(Where a satisfactory certificate will not	Net					463.00	n/a	-	This charge relates to a first fix n/a.					446.00	n/a	-
		VAT					92.00	n/a	-						89.00	n/a	-
		Total					555.00	n/a	-						535.00	n/a	-

\*\*Multiple work

ble please contact Building Control on 01621 854477

303 9220 303 9230 303 9220 303 9230 303 9255 303 9255

Inflation  
103.80

**TABLE C - ALL OTHER NON-DOMESTIC WORK**  
**2026/27**

Limited to work not more than 3 storeys above ground level

VAT rate	20.0%		2026/27	2026/27	2026/27	2026/27	2026/27	2025/26	2025/26	2025/26	2025/26	2025/26
Code	Extensions and New Build		Plan Charge	Plan Charge at 50% reduced rate** (for multiple works only)	Inspection Charge	Inspection Charge * at 50% reduced rate ** (for multiple works only)	Regularisation Charge	Plan Charge	Plan Charge at 50% reduced rate** (for multiple works only)	Inspection Charge	Inspection Charge * at 50% reduced rate ** (for multiple works only)	Regularisation Charge
N01	Single storey with floor area not exceeding 40m2	Net VAT Total	274.00 54.80 328.80	137.00 27.40 164.40	526.00 105.20 631.20	263.00 52.60 315.60	1,120.00 - 1,120.00	264.00 52.80 316.80	132.00 26.40 158.40	507.00 101.40 608.40	253.00 50.60 303.60	1,079.00 - 1,079.00
N02	Single storey with floor area not exceeding 40m2 but not exceeding 100m2	Net VAT Total	306.00 61.20 367.20	154.00 30.80 184.80	679.00 135.80 814.80	339.00 67.80 406.80	1,381.00 - 1,381.00	295.00 59.00 354.00	148.00 29.60 177.60	654.00 130.80 784.80	327.00 65.40 392.40	1,330.00 - 1,330.00
N03	With some part 2 or 3 storey in height and a total floor area not exceeding 40m2	Net VAT Total	328.00 65.60 393.60	164.00 32.80 196.80	744.00 148.80 892.80	373.00 74.60 447.60	1,503.00 - 1,503.00	316.00 63.20 379.20	158.00 31.60 189.60	717.00 143.40 860.40	359.00 71.80 430.80	1,448.00 - 1,448.00
N04	With some part 2 or 3 storey in height and a total floor area exceeding 40m2 but not exceeding 100m2	Net VAT Total	351.00 70.20 421.20	175.00 35.00 210.00	855.00 171.00 1,026.00	428.00 85.60 513.60	1,688.00 - 1,688.00	338.00 67.60 405.60	169.00 33.80 202.80	824.00 164.80 988.80	412.00 82.40 494.40	1,626.00 - 1,626.00
	Alterations											
N05	Cost of work not exceeding £5,000	Net VAT Total	197.00 39.40 236.40	99.00 19.80 118.80	197.00 39.40 236.40	99.00 19.80 118.80	552.00 - 552.00	190.00 38.00 228.00	95.00 19.00 114.00	190.00 38.00 228.00	95.00 19.00 114.00	532.00 - 532.00
	Replacement of windows, roof lights, roof windows or external glazed doors (not exceeding 20 units)	Net VAT Total	197.00 39.40 236.40	99.00 19.80 118.80	197.00 39.40 236.40	99.00 19.80 118.80	552.00 - 552.00	190.00 38.00 228.00	95.00 19.00 114.00	190.00 38.00 228.00	95.00 19.00 114.00	532.00 - 532.00
	Renewable Energy systems (not covered by an appropriate competent persons scheme)	Net VAT Total	197.00 39.40 236.40	99.00 19.80 118.80	197.00 39.40 236.40	99.00 19.80 118.80	552.00 - 552.00	190.00 38.00 228.00	95.00 19.00 114.00	190.00 38.00 228.00	95.00 19.00 114.00	532.00 - 532.00
	Installation of new shop front	Net VAT Total	197.00 39.40 236.40	99.00 19.80 118.80	197.00 39.40 236.40	99.00 19.80 118.80	552.00 - 552.00	190.00 38.00 228.00	95.00 19.00 114.00	190.00 38.00 228.00	95.00 19.00 114.00	532.00 - 532.00
N06	Cost of work exceeding £5,000 & not exceeding £25,000	Net VAT Total	263.00 52.60 315.60	133.00 26.60 159.60	263.00 52.60 315.60	133.00 26.60 159.60	736.00 - 736.00	253.00 50.60 303.60	128.00 25.60 153.60	253.00 50.60 303.60	128.00 25.60 153.60	709.00 - 709.00
	Replacement of windows, roof lights, roof windows or external glazed doors (exceeding 20 units)	Net VAT Total	263.00 52.60 315.60	133.00 26.60 159.60	263.00 52.60 315.60	133.00 26.60 159.60	736.00 - 736.00	253.00 50.60 303.60	128.00 25.60 153.60	253.00 50.60 303.60	128.00 25.60 153.60	709.00 - 709.00
	Renovation of thermal elements	Net VAT Total	263.00 52.60 315.60	133.00 26.60 159.60	263.00 52.60 315.60	133.00 26.60 159.60	736.00 - 736.00	253.00 50.60 303.60	128.00 25.60 153.60	253.00 50.60 303.60	128.00 25.60 153.60	709.00 - 709.00
	Installation of a Raised Storage Platform within an existing building	Net VAT Total	263.00 52.60 315.60	133.00 26.60 159.60	263.00 52.60 315.60	133.00 26.60 159.60	736.00 - 736.00	253.00 50.60 303.60	128.00 25.60 153.60	253.00 50.60 303.60	128.00 25.60 153.60	709.00 - 709.00
N07	Cost of works exceeding £25,000 & not exceeding £100,000	Net VAT Total	394.00 78.80 472.80	197.00 39.40 236.40	526.00 105.20 631.20	263.00 52.60 315.60	1,289.00 - 1,289.00	380.00 76.00 456.00	190.00 38.00 228.00	507.00 101.40 608.40	253.00 50.60 303.60	1,242.00 - 1,242.00
	Fit out of building up to 100m2	Net VAT Total	394.00 78.80 472.80	197.00 39.40 236.40	526.00 105.20 631.20	263.00 52.60 315.60	1,289.00 - 1,289.00	380.00 76.00 456.00	190.00 38.00 228.00	507.00 101.40 608.40	253.00 50.60 303.60	1,242.00 - 1,242.00

**Multiple work reductions.** Where the proposed works consist of more than one of the above elements then the appropriate charge is calculated by paying the full amount for the most expensive element and only 50% for the other applicable elements.

Where Standard Charges are not applicable please contact Building Control on 01621 854477

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**REPORT of  
DIRECTOR OF NEIGHBOURHOOD SERVICES AND COMMUNITIES**

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**to  
COUNCIL  
11 DECEMBER 2025**

**SAFEGUARDING POLICY - CHILDREN, YOUNG PEOPLE AND ADULTS**

**1. PURPOSE OF THE REPORT**

- 1.1 That Members approve the Safeguarding Policy: Children, Young People and Adults Policy attached at **APPENDIX A**.

**2. RECOMMENDATION**

- (i) That the updated Safeguarding Policy at **APPENDIX A** be adopted;
- (ii) That the Safeguarding Lead provides an annual safeguarding report to the Senior Leadership Team to support oversight and continuous improvement;

**3. SUMMARY OF KEY ISSUES**

- 3.1 Safeguarding of Children, Young People and vulnerable Adults is everyone's business, with the statutory responsibilities for organisations set out in the Care Act 2014( i), and the Children's Act 2004. (ii)
- 3.2 Under this legislation Essex County Council is the Statutory Lead organisation for Safeguarding as it is both the Childrens Services Authority and the Social Care Authority. It has responsibility for making enquiries into allegations of abuse and neglect, and taking action to protect Children, Young People and Vulnerable Adults.
- 3.3 Maldon District Council's role as a second tier Local Authority has a statutory responsibility and a duty of care, which in the simplest of terms means it has a duty to cooperate and report issues relating to Safeguarding to the appropriate authorities The Council's key responsibilities are to ensure that:
- staff, Members, Volunteers and Contractors are aware of its safeguarding responsibilities relating to Children, Young People and Vulnerable Adults when delivering services.
  - the Council's procurement and recruitment processes reflect those responsibilities.
  - staff are trained to identify any safeguarding concerns.
  - a clear process exists to refer concerns to Essex County Council.
  - when requested to do so the Council works with Essex County Council and other partners (duty to co-operate) through a multiagency approach as set out in the statutory working together Guidance (iii)

- 3.4 The Council's Safeguarding Policy at **APPENDIX A** provides a comprehensive framework for delivering our safeguarding responsibilities, embedding principles of safeguarding across all Council services.
- 3.5 The Policy defines reporting structures, governance, and safe working practices and aligns with guidance from the Essex Safeguarding Children Board (ESCB) and Essex Safeguarding Adults Board (ESAB). It also aligns with the Southend, Essex and Thurrock (SET) Safeguarding and Child Protection Procedures and (SET) Safeguarding Adult Guidelines.
- 3.6 The Policy is a refreshed and rewritten version, replacing the 2020 Policy. It includes updated appendices covering training requirements, safer recruitment procedures, reporting pathways, and specific safeguarding areas such as Prevent, Modern Slavery, and Domestic Abuse.
- 3.7 Key updates include:
- clarified roles and responsibilities, including Designated Safeguarding Reporting Officers (DSROs) and the Safeguarding Review Board.
  - updated training levels and refresh requirements (Levels 1–4).
  - revised internal reporting procedures and flowchart (via FreshService).
  - expanded guidance on specific safeguarding risks including Child Exploitation, Domestic Abuse, Modern Slavery, and Honour-Based Abuse.
  - compliance monitoring through the Maldon Safeguarding Review Board.
- 3.8 During 2025 in person training has been delivered to the Council's frontline staff who most frequently come into contact with the public, with e-learning training for all other staff. Awareness sessions for Councillors will be held for all Members by the end of March 2026.

## **4. CONCLUSION**

- 4.1 Having an up-to-date Policy, underpinned by robust processes and training supports the Council is meeting its statutory responsibilities in respect of safeguarding Children, and Vulnerable Adults.
- 4.2 The policy will be fully reviewed every three years, and updated following any changes to roles and responsibilities or changes in legislation and guidance

## **5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028**

### **5.1 Supporting our communities**

- 5.1.1 A robust safeguarding approach, supported by multiagency working ensures that we are able to support the Community and importantly meet the Council's responsibilities relating to Children, Young People and Vulnerable Adults.

### **5.2 Delivering good quality services**

- 5.2.1 A strong safeguarding approach, underpinned by a robust policy is embedded within the Council's services, including our recruitment and procurement. This ensures we

are able to provide quality services that safeguard Children, Young People and vulnerable Adults.

## 6. IMPLICATIONS

- (i) **Impact on Customers** – Service users, particularly children, young people, and adults with care and support needs, will benefit from strengthened safeguarding processes, greater clarity in reporting pathways, and improved multi-agency working. The Policy enhances public confidence in the Council's commitment to protection and welfare.
- (ii) **Impact on Equalities** – The Policy upholds principles of equity and affirms the Council's duty to safeguard all individuals, irrespective of protected characteristics under the Equality Act 2010. It ensures that vulnerable children and adults receive fair and proportionate support. No adverse impacts on equality have been identified.
- (iii) **Impact on Risk (including Fraud implications)** – An up-to-date Policy supported by robust procedures and staff training significantly increases awareness of safeguarding, what to look out for and how report concerns, thereby decreasing the associated risks to the public and service users.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on Devolution / Local Government Reorganisation** – None.

### Background Papers:

- (i) [Care Act 2014](#)
- (ii) [Children Act 2004](#)
- (iii) [Working together to safeguard children - GOV.UK](#)

### Enquiries to:

Dan Cannon, Head of Community Safety and Customer Services  
Sue Green, Director of Neighbour Services and Communities

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# Maldon District Council Safeguarding Policy 2025

## Children, Young People and Adults



Document title	Safeguarding Policy – Children, Young People and Adults
Summary of purpose	Sets out the Council's responsibilities, principles, procedures and governance for safeguarding children, young people and adults with care and support needs.
Owner	Director of Neighbourhood Services and Communities
Author	Safeguarding Lead Officer
Status	Draft for approval – December 2025
Version	2.0
Approval body	Council
Review frequency	Annual
Next review due	December 2026

# Safeguarding Children, Young People & Adults Policy – 2025

## Development of Policy

The Policy and supporting schedules have been developed utilising best practice, guidance from local authorities, the Essex Safeguarding Children and Adults Boards, legislation relevant to safeguarding and related policies provided by Maldon District Council.

## Authorisation of Policy

The Chief Executive has responsibility for Safeguarding and endorses the adoption and implementation of this Safeguarding Policy.

Responsibilities are delegated to the Director of Neighbourhood Services and Communities, Safeguarding Lead and Deputy Safeguarding Leads and the Internal Maldon Safeguarding Review Board. A list of officers can be found at appendix 1.

This Retention and Disposal Schedule is authorised by the Director of Neighbourhood Services and Communities and the Safeguarding Lead under guidance from the Council's Data Protection Officer

## Review of Policy

This policy will be reviewed annually.

## Compliance of Policy

The schedules for this policy will be measured through the bi-monthly Maldon Safeguarding Forum using the action plans from the Essex Safeguarding Children and Adults Board audits. Actions arising, will be reported to Senior Leadership Team and prioritised following each audit report.

## Documentation

Document Owner: Director of Neighbourhood Services and Communities

Document Author: Safeguarding Lead Officer

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## Section A – Policy

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### 1. Introduction

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Children and adults have the right to participate and be safe in the services provided for them regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. This includes a right to protection from abuse, neglect, and any form of exploitation.

Maldon District Council carries out its safeguarding responsibilities by ensuring that the needs and interests of children and adults are considered by all members of staff, including Council employees, elected Members, contractors, agency staff, volunteers, suppliers or consultants of Maldon District Council and when making decisions in relation to service provision.

This document is supported by a Maldon District Council Code of Conduct, Member training, eLearning module and face to face training sessions. This policy runs in conjunction with the Council's Whistleblowing Policy and Procedure and Safer Recruitment Procedure.

This Policy and all related documents are available in hard copy and alternative formats upon request.

### Policy statement

Maldon District Council provides a wide range of services and facilities. This policy aims to ensure that an overarching approach to safeguarding covers all services. Maldon District Council will promote the welfare and protection of children and adults within all services by:

- Respecting the rights, wishes, feelings and privacy of children and adults.
- Raising awareness among Council employees, elected Members, contractors, agency staff, volunteers, suppliers, consultants etc. of their safeguarding duty.
- Taking seriously and responding appropriately and promptly to all concerns, incidents and allegations.
- Providing training appropriate to the level of involvement with children and adults to ensure that everyone understands the different forms abuse as well as their roles and responsibilities under the Council's Codes of Conduct and the Safeguarding Policy.
- Ensuring that everyone knows how to record and report safeguarding concerns, incidents or allegations.
- Requiring organisations that the Council contracts to provide the Council with services, to have appropriate safeguarding policies, procedures and training in place that align with this policy.
- Ensuring that unsuitable people are prevented from working with children and adults through the Council's Safer Recruitment Procedure.
- Not tolerating harassment of any Council employees, elected Members, contractors, agency staff, volunteers, suppliers, consultants or children/adults who raise concerns of abuse.
- Preventing abuse by promoting good practice, creating a safe and healthy environment and avoiding situations where abuse or allegations of abuse occur.

To stay at the forefront of safeguarding, Maldon District Council is committed to reviewing its safeguarding policies and procedures on an annual basis or if there are any legislative changes applicable. This will be referenced as a standing agenda item on the Maldon District Council Safeguarding Review Board.

## Scope

This policy applies to all Directorates services and functions of Maldon District Council. In addition to employees and elected Members, it also applies to organisations delivering services on behalf of the Council, including contractors, agency staff, volunteers, suppliers, consultants, and grant funded organisations.

## Definitions

### Child

The term 'child' refers to anyone under 18 years of age (i.e., not yet reached their 18th birthday)

### Young Person

The term 'young person' refers to any child aged 14 to 17 years of age

### Adult

The term 'adult' refers to any person aged 18 years or over. According to the Care Act (2014), Local Authority safeguarding duties apply to any adult who:

- Has needs for care and support (whether the local authority is meeting any of those needs) and.
- Is experiencing, or at risk of, abuse or neglect; and.
- As a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect.

### Abuse

Abuse is mistreatment of another person, causing them harm. It can be intentional or unintentional. Anybody can cause abuse, and it frequently involves someone who may exert power over another. It can take many different forms. (*Essex Safeguarding Adult Board*)

### Harm

The Children Act 1989 defines 'harm' as 'ill-treatment or the impairment of health or development, including for example impairment suffered from seeing or hearing the ill-treatment of another.

### Parents

The term parent includes biological parents, adoptive parents, step-parents, and legal guardians, as well as any person who has parental responsibility for or is in care of a child.

### Safeguarding Adults

"Adult safeguarding" is working with adults with care and support needs to keep them safe from abuse or neglect. It is an important part of what many public services do, and a key responsibility of local authorities.

Safeguarding is aimed at people with care and support needs who may be in vulnerable circumstances and at risk of abuse or neglect. In these cases, local services must work together to identify those at risk and take steps to protect them.

**Safeguarding Children**

Safeguarding is defined in Working Together to Safeguard Children (2023) as:

- providing help and support to meet the needs of children as soon as problems emerge
- protecting children from maltreatment, whether that is within or outside the home, including online
- preventing impairment of children's mental and physical health or development
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care
- promoting the upbringing of children with their birth parents, or otherwise their family network through a kinship care arrangement, whenever possible and where this is in the best interests of the children
- taking action to enable all children to have the best outcomes in line with the outcomes set out in the Children's Social Care National Framework

For children who need additional help, everyday matters. Academic research is consistent in underlining the damage to children from delaying intervention. The actions taken by professionals to meet the needs of these children as early as possible can be critical to their future.

Children are best protected when professionals are clear about what is required of them individually and how they need to work together.



## 2. Safeguarding responsibilities

In Essex, safeguarding children and adults is a multi-agency responsibility involving the city/borough/district councils, Essex County Council, the Essex Safeguarding Children Board and the Essex Safeguarding Adults Board.

### Essex County Council

Essex County Council has responsibilities as the Children's Services Authority and the Social Services Authority for Essex. As part of Maldon District Council's procedures, the Safeguarding Lead, Deputy Lead, or a Designated Safeguarding Reporting Officer will report safeguarding concerns, incidents and allegations to Essex Social Services. The relevant officers at Essex County Council will then be responsible for coordinating any investigation.

### Essex Safeguarding Boards

 <p>ESSEX Safeguarding Children BOARD</p>	<p>The <b>Essex Safeguarding Children Board (ESCB)</b> is a statutory body which acts as a mechanism for agreeing how relevant organisations in Essex co-operate to safeguard and promote the welfare of children and young people. There are seven organisations in Essex who are jointly responsible by law for the partnership arrangements for keeping children safe. These are Essex County Council, Essex Police and Integrated Care Boards (ICBs) covering the County of Essex, known as the Statutory Partners, who also work alongside representatives from Education services, Probation, City, Borough and District Councils, NHS Trusts and Providers and the Voluntary and Faith Groups sector. They also work closely with the Southend City Council and Thurrock Council's Safeguarding Children Boards who maintain their own independent multi-agency safeguarding arrangements.</p> <p>Please see the website at: <a href="http://www.escb.co.uk">www.escb.co.uk</a></p>
	<p>The <b>Essex Safeguarding Adults Board (ESAB)</b> is a statutory organisation that is committed to protecting an adult's right to live in safety, free from abuse and neglect. It is committed to ensuring that it has access to the views of adults with care and support needs as well as those that work with them. It collaborates with wider strategic partnerships in Essex to ensure that where safeguarding responsibilities spread across the organisations, there is a clear understanding of where responsibility lies or a robust joined-up approach.</p> <p>Please see the website at: <a href="http://www.essexsab.org.uk">www.essexsab.org.uk</a></p>

As part of the Council's commitment to robust safeguarding provision, Maldon District Council through its Safeguarding Lead has a board member on both the ESCB and the ESAB.

## Maldon District Council

It is the responsibility of all employees and elected members to adhere to best practice, participate in relevant training and report any concerns, incidents or allegations to a designated person in accordance with the reporting procedure set out in this policy.

In addition to their responsibilities for reporting safeguarding issues, all employees and elected Members should work to prevent safeguarding concerns arising by following the 'Safe Working Practices' guidelines found in Appendix 6. All external organisations and contractors providing services to the Council are required to comply with Maldon District Council's Safeguarding Children, Young People and Adults Policy and, where relevant, have their own policy, procedures and training in place.

Whilst safeguarding is everyone's responsibility, there are several specific safeguarding roles within Maldon District Council. The following briefly sets out the responsibilities of different safeguarding roles within the Council (see Appendix 1 for the safeguarding structure chart and relevant officer contact details).

Role	Responsibilities
<b>Safeguarding Lead</b>	This position holds overall accountability for Safeguarding Policies and Processes within Maldon District Council, ensuring the Council's statutory duties are implemented, complied with and monitored.
<b>Safeguarding Deputy Leads</b>	Deputy Leads support the Safeguarding Lead in carrying out their duties. The Safeguarding Deputy Leads decide if Safeguarding Concerns/Incidents/Allegations are to be referred, following discussions with the Designated Safeguarding Officers (DSO's).
<b>Designated Safeguarding Reporting Officers (DSROs)</b>	These officers receive reports of safeguarding concerns or incidents and discuss these with the Safeguarding Lead or Deputy Leads. They are Safeguarding experts within their service areas, helping to provide advice and support to Officers who suspect a safeguarding concern.
<b>Human Resources (HR) Lead Officer</b>	Acts as the first point of contact for reporting safeguarding allegations involving staff. In this instance, 'staff' refers to Council employees, agency workers or consultants of Maldon District Council.
<b>HR Team</b>	Human Resources Team follow the Safer Recruitment Procedure and ensure that appropriate checks are made on staff working with Children and Adults with care and support needs. This includes administering DBS checks and updating training records
<b>Monitoring Officer</b>	This position is held by the Director of Legal and Governance who is the senior officer with the statutory responsibility for handling complaints made about Councillor conduct. They are also the named senior officer for Whistleblowing (allegations against staff, of suspected wrongdoing or malpractice that they reasonably believe is in the public interest).

Role	Responsibilities
<b>Managers and supervisors</b>	<p>Managers and supervisors are responsible for complying with the requirements of the Safeguarding Policy, ensuring that it is understood by staff working within their service areas and that the reporting procedures are followed.</p> <p>When recruiting a new staff member, managers and supervisors need to indicate the correct safeguarding training level is applied to the role, including checking that the appropriate training is booked. They need to communicate with HR regarding Safer Recruitment and DBS checks.</p> <p>Staff need to be able to raise concerns and feel supported in their safeguarding role, and this should be regularly discussed during regular 1 to 1 meetings, Personal Development Reviews and team meetings, where relevant.</p>
<b>All Staff</b>	<p>‘Staff’ refers to all Maldon District Council employees, elected Members, contractors, agency staff, volunteers, suppliers or consultants of Maldon District Council.</p> <p>All Staff need to follow best practice, participate in relevant training and report any concerns, incidents or allegations.</p>
<b>Suppliers and Contractors</b>	<p>Must agree to comply with Maldon District Council’s Safeguarding Policy and where relevant have their own procedures and training arrangements in place.</p>

**Maldon District Council Safeguarding Review Board**

The Maldon District Council Safeguarding Review Board consists of representatives with safeguarding responsibilities from across Maldon District Council. The Maldon District Council Safeguarding Review Board meets bi-monthly and is responsible for implementing and progressing any safeguarding action plans.

A yearly report will be presented to the Senior Leadership Team as well as any significant issues as they occur. The Group is overseen by the Safeguarding Lead.

**District, Borough & City Council Safeguarding Leads Meeting**

The District, Borough & City Council Safeguarding Leads meet on a quarterly basis to share county-wide safeguarding information, updates and good practice. The Head of Community Safety & Customer Services (Maldon District Council), the Public Protection Manager (Chelmsford City Council) and Community Safety Officer (ASB) represent Maldon District Council at these meetings.

**Mid-Essex Stay Safe Group**

The Mid-Essex Stay Safe Group consists of representatives from a range of agencies including NHS, Essex Social Services, Police, Probation, Education, Voluntary Sector and District Councils. This group is responsible for developing an action plan to improve safeguarding practice across the Mid-Essex area and for considering actions to address emerging issues. The Public Protection Manager (CCC) and Community Safety Officer (ASB) represent Maldon District Council at these meetings.

## Types of Abuse

Although some Council employees, elected Members, contractors, agency staff, volunteers, suppliers or consultants of Maldon District Council may have limited direct contact with children and adults, it is important they are aware of the potential indicators of abuse and what to do if they have concerns. Responsibilities under this policy are limited to reporting any concerns, incidents or allegations, it is not the responsibility of those representing the Council to investigate or judge allegations.

There are eight categories of abuse relating to children and ten for adults, as defined within the Children's Act 1989 and Care Act 2014. These are listed below, with more details at Appendix 4

Types of abuse - Children (source: SET Safeguarding and Child Protection Procedures 2025)	Types of abuse - Adults (Source: Care Act 2014/ SET Safeguarding Policy 2024)
<ol style="list-style-type: none"> <li>1. Physical Abuse</li> <li>2. Emotional Abuse</li> <li>3. Sexual Abuse</li> <li>4. Neglect</li> <li>5. Domestic Abuse</li> <li>6. Child Sexual Exploitation</li> <li>7. Child Criminal Exploitation</li> <li>8. Human Trafficking/ Modern Slavery</li> <li>9. Online Abuse</li> </ol>	<ol style="list-style-type: none"> <li>1. Physical Abuse</li> <li>2. Domestic Abuse incl. Honour Based Abuse</li> <li>3. Sexual Abuse</li> <li>4. Psychological Abuse</li> <li>5. Financial Abuse</li> <li>6. Modern Slavery/Human Trafficking</li> <li>7. Discriminatory Abuse</li> <li>8. Organisational Abuse</li> <li>9. Neglect and acts of Omission</li> <li>10. Self-Neglect and Hoarding</li> </ol>

## 3. Safeguarding requirements for specific circumstances

### Grant applicants

Organisation who receives grant funding to deliver services to the public will as a minimum will be expected to have a statement of policy and procedure regarding safeguarding, in place and understood by employees and volunteers, and available to service users. This applies to all organisations the Council awards grants to, irrespective of whether the grant has been awarded through the official grant application process.

Commissioned/contracted or grant funded organisations with minimal contact with children or adults may wish to adopt the Council's policy and procedures if deemed suitable.

### Hirers of Council Facilities

It is the responsibility of any independent sports clubs, theatre groups and other organisations which hire out and use facilities operated by or on behalf of Maldon District Council, to have their own safeguarding policy and procedures in place. All activities that involve participation of children, young people and/or adults with care and support needs are approved on the understanding that the Hirer is aware of their responsibility and confirm they have appropriate safeguarding procedures in place.



## **Use of contractors and suppliers**

Maldon District Council will take reasonable steps to ensure that contractors and suppliers doing work on behalf of the Council are monitored appropriately. Maldon District Council has a specific safeguarding page for Contractors/Suppliers to refer to for more information.

Maldon District Council is required to ensure that contractors and suppliers are aware of and use the Council's Combined Safeguarding Policy for Children, Young People and Adults.

Certain suppliers, whilst undertaking a council contract, may come into contact with or be in the vicinity of children, young people and adults with care and support needs. Therefore, they must be aware of and comply with the reporting procedures and safe working practices contained in the Council's Safeguarding Policy. They must also ensure that their staff are DBS checked and trained appropriately, where relevant.

Maldon District Council must inform contractors of their obligations under the policy, these apply to all purchase orders placed by the Council.

## **Health and safety**

Maldon District Council enforces health and safety in workplaces including shops, restaurants warehouses, and premises providing consumer services or leisure facilities. Employers in these premises are obliged to carry out risk assessments, including for the employment of young people. Whilst undertaking their duties, officers of the Council may examine such risk assessments with a view to determining their suitability. If evidence is gained that young people are working without relevant permits in place, or in 'unsuitable workplaces', Maldon District Council will report this activity to Essex Social Care Direct.

## **Licensing**

Maldon District Council is responsible for a wide range of licensing functions. Protecting children from harm is a licensing objective that the Council is legally obliged to consider, in particular when licensing premises under the Licensing Act 2003 or the Gambling Act 2005. These functions are delivered via Chelmsford City Council under a Service Level Agreement. More information is available [Maldon District Council's Licensing Act 2003 - Statement of Licensing Policy](#)

## **Photography**

Councillors, employees, volunteers and contracted service providers should always be vigilant to ensure that misuse of photography does not occur.

All photography by Council employees or on behalf of the Council must be made in accordance with the Council's procedures. Written consent must be obtained before anyone working for or on behalf of the Council takes a photograph of or films a child, young person or adult. Usually this will be in the form of the Council's Image Consent Form.

When commissioning professional photographers, or inviting the press to cover Council services, events and activities the Council will ensure that it makes its expectations clear in relation to child protection. The following are steps that will be taken when professional photographers or the press are invited to events:

- a. Check the credentials of any photographers and organisations used,
- b. Ensure identification is always worn,
- c. Not allow unsupervised access to children or adults
- d. Not allow photographic sessions outside of the activities or services,
- e. Ensure that the names of children or adults are not used in photographs or footage, unless the express permission of the parent/carers of the child, young person or adult has been given.

**Internet and social media**

The open nature of the internet including the numerous social media sites provides an easy method for people to commit abuse online. The Council have clear guidelines for staff conduct when using social networking sites, and a reporting process in place for reporting online abuse.

**Work experience**

Maldon District Council offers work experience to many young people each year. Managers should ensure that employees are aware of the Safe Working Practice Guidelines (Appendix 6).

## 1. Safeguarding training

### Employee training

Whenever Maldon District Council recruits' employees it will ensure that they are well informed, trained, supervised and supported so that they understand safeguarding and their responsibilities; recognise the various types and indicators of abuse and have knowledge of internal reporting procedures.

Training will happen by the following process:

Training Levels	Training	Who requires this training
Level 1	Safeguarding Children, Young People and Adults Induction Booklet.  To be completed prior to starting, then refreshed every 3 years.	All Maldon District Council staff.
Level 2	As above, plus:  Safeguarding Children, Young People and Adults eLearning module  To be completed within one month of starting, then refreshed every 3 years.	Maldon District Council staff who are in regular contact or have periods of intense but irregular contact, with children and adults.
Level 3	As above, plus:  Safeguarding Children, Young People and Adults face-to-face training (3hrs) .  To be completed within 6 months of starting, then refreshed every 3 years.	Maldon District Council staff who work predominantly with children, adults and/or their parents/carers.
Level 4	Role of the Designated Lead for Safeguarding Children and Adults	Safeguarding Lead, Deputy Leads and Designated Safeguarding Reporting Officers

### Induction

All new starters are expected to familiarise themselves with the Code of Conduct booklet. A copy of this booklet is included as a Key Document within the Pre-Starter reading on the 'New Starter Information' internet page and new starters sign a Key Document Form to confirm that they have read and understood the document.

### Ongoing training needs

Line managers and Human Resources will be primarily responsible for assessing what safeguarding training individual officers require and monitored by the Internal Corporate Safeguarding Group.

The training interventions are cumulative, and some employees are required to complete all of them. If staff have any doubts about what safeguarding training they require, they can ask their line manager or contact Human Resources.

### **Training for Casual Staff**

All staff members have access to the Code of Conduct booklet at the facility in which they work.

The Council's e-learning module is accessed online can be accessed online with a hard copy provided where required. Should a member of staff leave and return within a three year period, they will not be required to undertake the training again unless major changes to the Council's safeguarding policies and procedures have been made.

### **Training administration**

Safeguarding training for staff will be monitored to ensure that it remains up to date, and relevant for the role the member of staff is undertaking.

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## **2. Safer recruitment**

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Maldon District Council is not a Children's Services Authority and therefore does not have statutory responsibilities for direct provision of services to children or adults. However, the Council plays an important enabling role in safeguarding and community wellbeing through partnership working, housing and environmental services, and initiatives that support prevention and early intervention.

Managers and Human Resources are responsible for risk assessing all job descriptions to identify which are likely to involve regular and/or substantial unsupervised contact with children and adults.

Checks through the Disclosure and Barring Service (DBS) will be undertaken for staff and volunteers who are undertaking roles and activities that are likely to involve regular and/or substantial unsupervised contact with children, young people and vulnerable adults.

The Council's Safer Recruitment Procedure and its Policy and Procedure for Obtaining Disclosures and Barring Checks sets out the requirements and procedure for obtaining a DBS check.

All job application packs will expressly state Maldon District Council's commitment to safer recruitment and safeguarding generally.

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## **3. Audit, quality assurance and review**

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### **Review mechanism**

Responsibility for updating this policy lies with the Safeguarding Lead Officer in conjunction with the Maldon District Council Safeguarding Forum. The policy will be reviewed annually and between annual reviews, making any necessary changes required by legislation or policy they are made aware of.

## **Compliance**

As part of the policy review, it is important that an assessment is made of its effectiveness. Therefore, to inform the annual policy review there will be engagement with the One Maldon District Partnership to raise staff awareness and adherence, and to offer the opportunity for feedback in relation to safeguarding policies and procedures.

## **Quality assurance and improvement**

Although this policy only requires an annual review, service improvement is a continuous process. Designated Safeguarding Reporting Officers should liaise with the Safeguarding Lead to provide feedback to any officer who has made a safeguarding report. Officers who attend external safeguarding meetings or training should report any recommendations or best practice to other safeguarding officers at the Maldon District Council Safeguarding Forum meetings.

## **Safeguarding Board Audits**

‘Working Together to Safeguard Children’ states that Local Multi-Agency Safeguarding Partnerships/Boards have a statutory duty to assess how well, and to what level, its partners are fulfilling their obligations to safeguard and promote the welfare of children under Section 11 of the Children Act 2004. This requirement is carried out through a regular cycle of auditing of partners' safeguarding effectiveness.

As part of the Essex Safeguarding Adult Board's remit in ensuring that there are effective safeguarding arrangements in Essex it is important that it can audit and monitor how robust the arrangements are that local agencies, organisations, and service providers have in place.

Maldon District Council partakes in both the ESCB and ESAB audits to assess our current compliance and uses it to develop an improvement plan where required.

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## **4. Other relevant policies**

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Maldon District Council has other policies that support its Safeguarding Policy, and these are available to all staff. These include:

### **Whistleblowing Procedure**

This procedure is intended to supplement, rather than to replace, the existing procedures whereby employees of the Council and other persons may raise complaints or matters of concern with the Council. It may also be followed where reports are made of safeguarding allegations against staff, of suspected wrongdoing or malpractice that they reasonably believe is in the public interest.

### **Domestic Abuse Workplace Policy**

This policy sets out what the Council hopes to achieve in relation to domestic abuse as a local employer. The aim is to support those employees who are experiencing domestic abuse, raise awareness of its implications and its effect within the workplace and set out what we may be able to do if employees are perpetrators of domestic abuse.

## Section B – Reporting Procedures

The SET (Southend, Essex, and Thurrock) safeguarding guidelines outline the basic safeguarding procedures which should be followed by all local authorities in Essex. For reference, the guidelines for safeguarding children can be viewed at: [SET Safeguarding and Children Protection Procedures](#) and the equivalents for safeguarding adults are available at: [SET Safeguarding Adult Guidelines](#). The Council has used these guidelines to form our own procedures for handling safeguarding issues internally.

The following procedure outlines the steps that all staff, councillors, volunteers, casuals and contractors should take when they become aware of a safeguarding concern, incident or allegation.

In addition to the procedures below, the Council's Housing Service may need to make a referral to Essex Social Care in relation to:

- Homeless 16 - 17-year-olds; and
- Homeless households with children or a pregnant woman who are in receipt of a negative decision under homelessness legislation

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### 1. Internal Safeguarding Reporting Procedure for all staff, councillors, contractors, casuals and volunteers

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#### Stage 1

- 1) An employee, councillors, contractor, casual or volunteer notices a possible safeguarding concern, witnesses an incident or is made aware of an allegation.
- 2) If there is concern that the child or adult is in immediate danger immediately call 999.
- 3) If there is no immediate danger, stay calm and try to obtain another witness to your conversation with the child, young person or adult involved in the event, if it does not compromise the situation.
- 4) Whilst talking to the child, young person or adult, or as soon as possible after, complete a **Concern/Incident/Allegation (CIA) Form** to capture as much detail as possible regarding the occurrence.
- 5) Listen carefully to what is said and allow the child, young person or adult to talk at their own pace. Only ask questions for clarification and do not ask leading questions.
- 6) Find an appropriate opportunity to explain that it is likely that the information will need to be shared with other responsible people – do NOT promise to keep secrets.
- 7) Submit the CIA form online. Casual members of staff can seek advice from Designated Safeguarding Officers in relation to CIA submissions.
- 8) Designated Safeguarding Reporting Officers (DSROs) will be notified by email that the case has been submitted.

## Stage 2

- 1) One of the DSROs accepts the new case and completes the second stage of the process online **on the same day** of the incident being reported. The DSRO will discuss the case with the Safeguarding Lead or a Deputy Lead to decide the best course of action, i.e., whether to:
  - refer the case to either Essex Social Care Direct, Essex Police or other support service
  - keep the case open and investigate further
  - decide not to refer the case and close the CIA

## Stage 3

### Referral

- 1) The Designated Safeguarding Reporting Officer will either make the referral by phone to Essex Social Care Direct, Essex Police or other support service and/or submit a SETSAF Form (for adults) or a Request for Support Form (for children).
- 2) The Designated Safeguarding Reporting Officer records all actions and uploads and relevant documents to the Councils secure system.

### Case closed

- 1) If it is decided that the case will not be referred further, the Designated Safeguarding Reporting Officer must record the reason for not doing so.

### Other

- 1) All case notes and information will be stored on the Councils secure system. The case will remain open and visible to all DSROs until it has been agreed that the case should be closed.
- 2) Finally, the person who made the initial report is informed whether the case has been referred.

### Criteria for safeguarding referrals

- Urgent - Immediate risk to life or serious harm.
  - Child or adult at immediate risk of serious physical harm, abuse, or neglect.
  - Clear evidence of ongoing abuse by a known perpetrator (e.g. parent, carer, partner).
  - A child or vulnerable adult is in a situation where emergency services are required.
  - Victim is at immediate risk of sexual exploitation, trafficking, or forced marriage.
  - Police protection or emergency accommodation needed.
  - **Response:** Immediate action within same working day – call emergency services if necessary.
- High (H) - Significant and escalating risk of harm.
  - Evidence of serious neglect or abuse that is persistent or escalating.
  - Injuries or harm that raise suspicion of abuse (e.g. unexplained bruises, burns).
  - Allegations of sexual abuse or severe emotional abuse.
  - High-risk domestic abuse affecting children or vulnerable adults.
  - Perpetrator has access to the victim or lives in the same household.
  - Multi-agency response required (police, social care, health).
  - **Response:** Assessment/action within 24 hours.

- Medium (M) - Emerging or potential risk of harm.
  - Concerns about neglect or poor supervision, but no immediate danger.
  - Family under stress, parental mental health or substance misuse, affecting care.
  - School or community report concerns about behaviour, hygiene, or emotional wellbeing.
  - Past history of safeguarding concerns but currently no active risk.
  - Allegation against a professional that doesn't meet threshold for immediate removal.
  - **Response:** Information gathering and decision-making within 2-4 working days.

**IMPORTANT:**

If there is concern the child, young person or adult **IS IN** immediate danger staff will call 999 and then contact a Safeguarding Lead/Deputy, directly, as soon as possible. The normal safeguarding procedure can then be followed from submitting the CIA form onwards.

If the concern, incident or allegation is in relation to an employee, councillor, contractor, casual or volunteer the incident must be reported to the Lead Specialist (Human Resources) and the Safeguarding Lead/Deputy immediately.

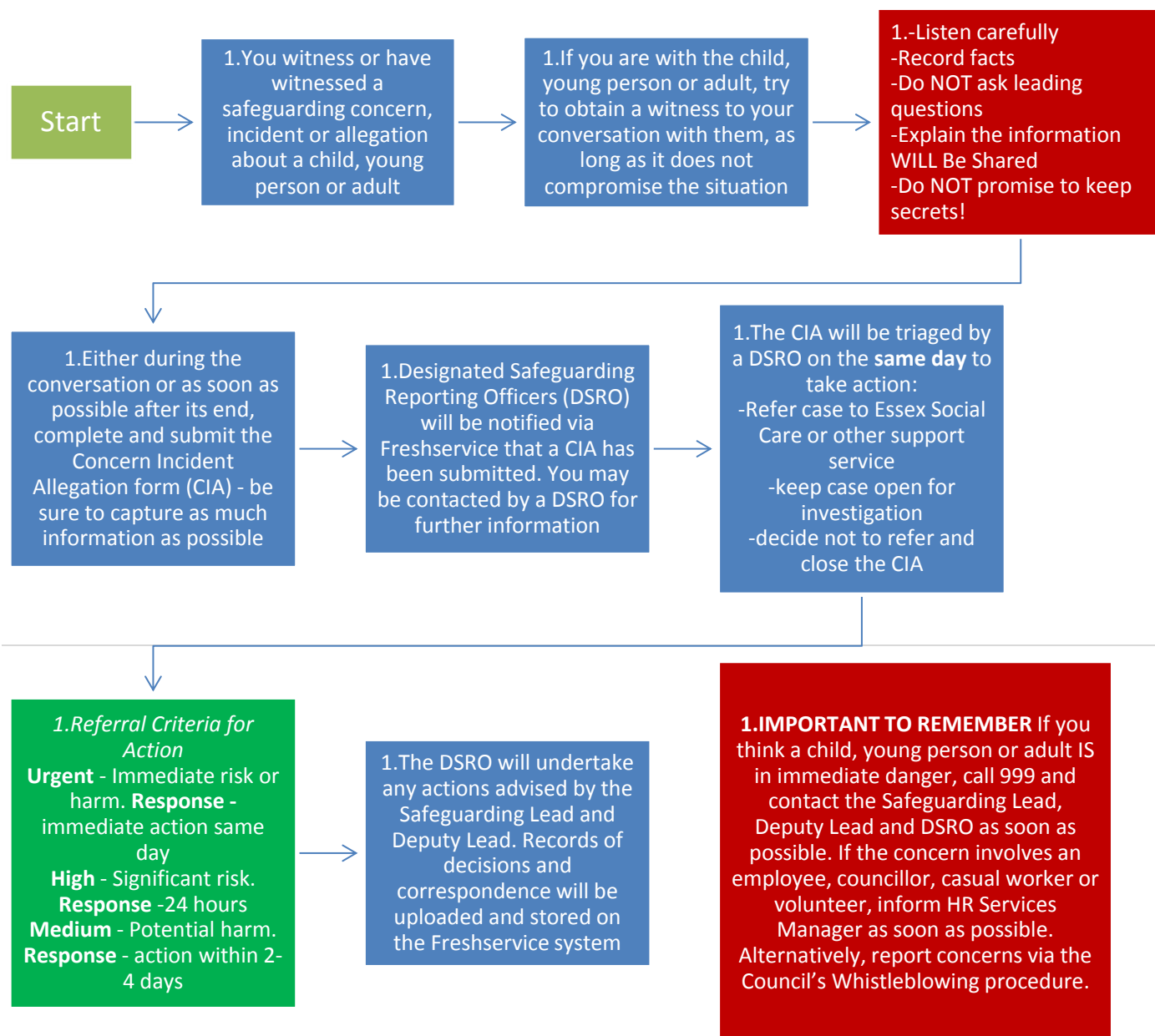


### Out of hours working

If a member, employee, contractor or volunteer is concerned about an incident or allegation of abuse outside office hours and the person is NOT deemed to be in immediate danger, they should speak to their line manager. The line manager may make the decision to contact either the Safeguarding Lead or Deputies or the Duty Manager for advice.

If the child, young person or adult is in immediate danger, contact will be made with **Essex Social Care Direct 'Out of Office Hours' Line** on 0345 606 1212 or **if the incident is considered severe, immediately call the police on 999**. A CIA form should be completed the same day, and a Designated Safeguarding Reporting Officer contacted.

## Maldon District Council Internal Reporting Procedure Flowchart



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**Appendix 1: Maldon District Council Safeguarding Contacts**

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Name	Safeguarding Role	E-mail address
Daniel Cannon	Lead	<a href="mailto:Daniel.cannon@maldon.gov.uk">Daniel.cannon@maldon.gov.uk</a>
Danielle Blake	Deputy Lead	<a href="mailto:Danielle.blake@maldon.gov.uk">Danielle.blake@maldon.gov.uk</a>
Alastair Morell	Deputy Lead	<a href="mailto:Alastair.morrell@maldon.gov.uk">Alastair.morrell@maldon.gov.uk</a>

A list of all safeguarding Officers and contact details are available on the Council's intranet, and also within the internal version of the Safeguarding Policy

## Appendix 2 – Specific Areas of Safeguarding

### Child Exploitation

#### Child Sexual Exploitation (CSE)

Child Sexual Exploitation is a form of sexual abuse whereby young people under the age of 18 years old receive 'something' (food accommodation, drugs, alcohol, cigarettes, affection, gifts, money) in exchange for performing, and/or others performing on them, sexual activities.

It can happen to any young person from any background and affects boys and young men as well as girls and young women. It can occur without physical contact and without their immediate recognition, for example the persuasion to post sexual images on the internet/mobile phones.

There are 3 important and recognisable elements of child sexual exploitation:

- Children are 'groomed' and there is power, and control held by the perpetrator/s
- An 'exchange' (such as gift, food, money, drugs etc.) is present, this could be to a third party and not always to the child themselves
- Sexual acts or the exchange of sexual images

#### Child Criminal Exploitation (CCE)

There is no statutory definition for Child Criminal Exploitation. CCE is common in county lines and occurs where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate to deceive a child or young person under the age of 18 years old.

Young people may receive something such as food, gifts or money for completing a criminal task for others. It often occurs without the child's immediate recognition, with them believing they are in control of the situation. The victim may have been criminally exploited even if the activity appears consensual. CCE does not always involve physical contact; it can also occur through the use of technology.

#### Modern Slavery (including Human Trafficking)

Modern Slavery comprises slavery, servitude, forced and compulsory labour and human trafficking. The common factors are that a victim is, or is intended to be, used or exploited for someone else's (usually financial) gain, without respect for their human rights.

Under the Modern Slavery Act 2015 Maldon District Council as a first responder and local authority has the following duties:

- Duty of enquiry - identification and referral of victims
- Duty to safeguard – support victims through housing/homelessness services where possible
- Duty to notify the Home Office of any individual who we believe is a suspected victim of modern slavery or human trafficking
- Duty to make appropriate referrals to the National Referral Mechanism (NRM) for all children and consenting adults
- Duty to ensure the supply chains we procure are free from modern slavery and publish a Modern Slavery transparency statement
- Duty to Community safety and disruption activities

**Honour Based Abuse (including FGM and FM)**

Honour Based Abuse (HBA) is an international term used by many cultures for justification of abuse and violence. It is a crime or incident committed to protect or defend the family or community 'honour'. HBA occurs when perpetrators believe a relative or other individual has shamed or damaged a family's or community's honour or reputation and that the only way to redeem the damaged honour is to punish and/or kill the individual.

Honour based abuse often goes hand in hand with forced marriage, although this is not always the case. Honour crimes and forced marriages are already covered by the law and can involve a range of criminal offences.

HBA is often the collective term used to include Female Genital Mutilation and Forced Marriage.

**Prevent (counter-terrorism)**

The Prevent strategy, published by the Government in 2011, is part of the overall counter-terrorism strategy, CONTEST. The aim of the Prevent strategy is to reduce the threat to the UK from terrorism by stopping people becoming terrorists or supporting terrorism.

Aims of Prevent:

- responds to the ideological challenge we face from terrorism and aspects of extremism, and the threat we face from those who promote these views.
- provides practical help to prevent people from being drawn into terrorism and ensure they are given appropriate advice and support.
- works with a wide range of sectors (including education, criminal justice, faith, charities, online and health) where there are risks of radicalisation that we need to deal with

**Reporting:**

Children, young people and vulnerable Adults can be more susceptible to being influenced, and therefore if you have a concern about a child, young person or adult that you think is linked to any of the topics above then you need follow the internal safeguarding reporting process.

Always dial 999 in the event of an emergency.

If you would like to some advice on any of these topics, you can speak to one of the designated points of contact for Maldon District Council as follows:

Name	Contact Details
Daniel Cannon – Head of Community Safety & Customer Services	T: 01621 854477 E: Daniel.cannon@maldon.gov.uk

## Appendix 3: Useful Contacts

### Social Care Referral and Enquiries

Children's Social Care	<p>Tel: <b>0345 603 7627</b> – ask for either the 'Consultation Line' or 'Priority Line'</p> <p><i>The consultation phone line will provide advice and guidance for professionals. The priority line is available for professionals to refer concerns where children may be at immediate risk of significant harm.</i></p> <p><i>(Mon–Thu, 8.45am to 5.30pm, Fri 8.45am to 4.30pm)</i></p> <p><b>OUT OF HOURS:</b></p> <p>Tel: <b>0345 606 1212</b> (emergency duty team)</p> <p><u>If a child or young person is in immediate danger, call 999.</u></p>
Adult Social Care	<p>Telephone: <b>0345 603 7630</b></p> <p><i>(Mon–Thu, 8:45am to 5pm, Fri 8:45am to 4:30pm)</i></p> <p><b>OUT OF HOURS:</b></p> <p>Tel: <b>0345 606 1212</b> (emergency duty team)</p> <p>You can also email the Adult Social Care team:  <a href="mailto:socialcaredirect@essex.gov.uk">socialcaredirect@essex.gov.uk</a></p>

### Essex Police

Central switchboard	101
Emergency	999

### Other

Essex Safeguarding Children Board	<p>Tel (general enquiries): 0333 013 8936</p> <p>Tel (training enquiries): 0333 013 8937 Email (general): <a href="mailto:escb@essex.gov.uk">escb@essex.gov.uk</a></p> <p>Email (training): <a href="mailto:escb.training@essex.gov.uk">escb.training@essex.gov.uk</a></p> <p>Web: <a href="http://www.escb.co.uk">www.escb.co.uk</a></p> <p>Address: Essex Safeguarding Children Board, Room C228, County Hall, Chelmsford CM1 1QH</p>
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Essex Safeguarding Adults Board	<p>Tel (general): 03330 131019</p> <p>Tel (training): 03330 139913</p> <p>Email (general): <a href="mailto:ESAB@essex.gov.uk">ESAB@essex.gov.uk</a></p> <p>Email (training): <a href="mailto:ESAB.training@essex.gov.uk">ESAB.training@essex.gov.uk</a></p> <p>Web: <a href="http://www.essexsab.org.uk">www.essexsab.org.uk</a></p> <p>Address: ESAB Support Team, E3 (zone 1), County Hall, Chelmsford, Essex, CM1 1QH</p>
Childline	<p>Tel: 0800 1111</p> <p>Web: <a href="http://www.childline.org.uk">www.childline.org.uk</a></p>
NSPCC (including Child Trafficking Advice Centre)	<p>Tel: 0808 800 5000</p> <p>Web: <a href="http://www.nspcc.org.uk">www.nspcc.org.uk</a></p>
Protect (formerly Public Concern at Work)	<p>Tel (advice line): 0203 1172 520 (Option 1*)</p> <p>Email: <a href="mailto:whistle@protect-advice.org.uk">whistle@protect-advice.org.uk</a></p> <p>Web: <a href="http://www.p.caw.org.uk">www.p.caw.org.uk</a></p>
Crimestoppers (anonymous)	<p>Tel: 0800 555 111</p> <p>Web: <a href="https://crimestoppers-uk.org">https://crimestoppers-uk.org</a></p>
'Stop the Traffik' (The Metropolitan Police hotline for victims or to report suspected trafficking)	<p>Tel: 0800 783 2589 (24-hour hotline)</p>

## Appendix 4: Signs and Indicators of Abuse

Type of Abuse	Examples	Signs/Indicators
<b>Physical</b>	Rough or inappropriate handling Hitting, shaking, throwing, kicking Poisoning Burning/scalding Suffocating/drowning Force-feeding Restraint or inappropriate physical sanctions Misuse of medication or refusing treatment Female Genital Mutilation Fabricated or induced illness	Unexplained injuries Unusual bruising or abrasions Burns and scalds e.g., cigarette burn Bite marks Hair loss from one area of scalp/sore patches Cowering and flinching. Unusually Sleepy or docile Fear of making mistakes/parent being contacted Wearing long sleeves in hot weather
<b>Emotional (Children)/Psychological (Adults)</b>	Verbal abuse Bullying (including online) Insulting, humiliating, ridiculing, blaming Harassment Intimidation/controlling behaviour/coercion Over-protection/social isolation Ignoring Exploitation and corruption Conveying to the individual that they are worthless/unloved Imposing age or developmentally inappropriate expectations on children Seeing or hearing the ill-treatment of another Withdrawal of services or support networks (adults)	Disturbed sleep Changes in behaviour, especially in front of particular people Self-abuse e.g., self-harm General resignation, withdrawal or isolation Extreme submissiveness or dependency Constantly seeks to please; fear of making mistakes or seeking attention. Fear of parents being contacted (Children) Low self-esteem; negative statements about self, aggressive or cruel to others. Poor peer relationships Failure to thrive i.e., falter in growth (Children) Developmentally delayed e.g., speech disorders (Children) Anxious Obsessions or phobias
<b>Sexual</b>	Sexual acts the person hasn't consented to or was pressurised into consenting to Touching inappropriately Indecent exposure Sexual Harassment Non-contact activities such as taking photographs, filming, being forced to watch pornography. Online grooming Using inappropriate language	Incontinence/bed wetting Repeated urinary tract infections. Bruising, bleeding, pain, itchiness, or unexplained soreness around genital area Sexually Transmitted Diseases Pregnancy Torn or blood on underclothes. Apparent fear of one person or group of people Allegations made by child Inappropriate knowledge including use of language/inappropriate behaviour Overeating, anorexia, self-mutilation, suicidal Prostitution or indiscriminate choice of sexual partners Excessive washing



Type of Abuse	Examples	Signs/Indicators
<b>Neglect and acts of omission</b>	<p>Failure to; Provide a child with adequate food, clothing, shelter and supervision</p> <p>Ensure access to appropriate medical care or treatment</p> <p>Respond to basic emotional, social, health care and educational needs</p> <p>Safeguard and protect from harm or abuse. Also, includes:</p> <p>Withholding of 'necessaries', e.g., nutrition, medication, healthcare, social stimulation</p> <p>Behaviour of the parents and carers which have significant impact on children, such as domestic abuse.</p> <p>Neglect may occur during pregnancy because of maternal substance misuse, maternal mental ill health or learning difficulties.</p>	<p>Untreated medical conditions</p> <p>Inappropriate dress</p> <p>Constantly tired</p> <p>Dehydration/weight loss/malnutrition/constant hunger/frequent diarrhoea/clinically obese</p> <p>Unwashed, unkempt, smells</p> <p>Poor home environment e.g., unhygienic/hazardous</p> <p>Listless, apathetic</p> <p>Anxious attachment, aggression, indiscriminate friendliness</p> <p>Late/missed appointments/school or regularly forgotten to be picked up</p> <p>Poor self-esteem</p> <p>Few friends</p> <p>Inconsistent or reluctant contact with health or social care agencies</p> <p>Lack of safety equipment being used following recommendation.</p>
<p><b>Domestic Abuse</b></p> <p><b>(Includes: Honour Based Abuse, Forced Marriage, Female Genital Mutilation)</b></p> <p>(Adults only)</p> <p><b>See Appendix 2 for further information on HBA</b></p>	<p>Domestic abuse is any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality.</p> <p>Honour Based Abuse -used to justify abuse/ violence.</p> <p>A Forced Marriage is when one or both parties do not consent to the marriage.</p> <p>Female Genital Mutilation (FGM) is female circumcision for cultural or non-therapeutic reason.</p>	<p>Excessive jealousy</p> <p>Isolation</p> <p>Controlling behaviours</p> <p>Child contact/custody problems</p> <p>Verbal abuse</p> <p>Damaging possessions</p> <p>Absence from school/college/work</p> <p>Excessive parental restriction and control</p> <p>Self -harm, suicide or depression</p> <p>Difficulty walking</p> <p>Female members of the family have undergone FGM</p>
<b>Financial</b> (Adults only)	<p>The unauthorised, fraudulent obtaining and improper use of funds, property etc., including: Theft, fraud</p> <p>Coercion or misappropriation on property, wills, bank accounts, benefits or assets</p> <p>Internet scamming</p> <p>Rogue traders</p> <p>Refusal to let the vulnerable person have access to their own money, property or possessions</p>	<p>Sudden inability to pay bills</p> <p>Someone has taken responsibility for paying bills, but not doing so</p> <p>Work on property not completed or costing excessive amounts</p> <p>Unexplained loss of money or personal possessions</p> <p>Arrears and debts</p> <p>Stealing</p> <p>No money for activities, transport, snacks</p> <p>Prevention of necessary care options</p>

Type of Abuse	Examples	Signs/Indicators
<b>Modern Slavery</b> <b>(Including Human Trafficking)</b> (Adults only)  <b>See Appendix 2</b>	The Act - Recruitment, transportation, transfer, or harbouring. The Means - Threat or use of force, deception, abuse of power or vulnerability. For the purpose of exploitation - Includes sexual exploitation, forced labour, slavery and the removal of organs or body tissue.	Very little or no pay Works excessively long and/or unusual hours Owes a large debt and is unable to pay it off Poor physical health Is not allowed or able to speak for themselves Not in control of own money, no financial records or ID documents
<b>Discriminatory</b> (Adults only)	It includes discrimination/slurs based on race, gender, gender identity, age, disability, sexual orientation, or religion, examples of which are: Harassment Hate crime Unequal treatment Verbal/physical abuse/assault Inappropriate use of language Exclusion	Name calling Stereotyping Omitting services or activities based on preconceived ideas about someone's age or condition Ignoring dietary requirements Not meeting cultural or religious needs or imposing unwanted beliefs Lack of communication provision e.g., interpreters Incitements of others to commit abuse
<b>Organisational</b> (Adults only)	Neglect or poor practice because of structure, policies, processes and practices within an organisation Can be one-off incidents or ongoing Imposing rigid and insensitive routines  Unskilled, intrusive or invasive interventions  An environment allowing inadequate privacy or physical comfort	Poor care planning Inflexible routines Poor staff morale, high turnover and sickness rate Insufficient staff training and staff development Repeated incidents – not learning over time Ignoring or not responding to complaints Little opportunity for outside activities Lack of privacy Few visitors/staff insistent on notification before visits Often described as “thoughtless” practice or “we always do it this way” or “this is how we do it here”
<b>Self-Neglect</b> (Adults only)	Wide range of behaviour neglecting to care for one's personal hygiene, health or surroundings and includes behaviour such as hoarding	Malnourishment Dehydration Confusion Inappropriate clothing Under or over medication Skin sores Poor hygiene

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## Appendix 5: Information Sharing and Retention

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While carrying out its various functions and activities the Council collects and generates a wide range of data/information which is recorded in different forms of document (for example, letters, invoices, emails, photographs, voice recordings, plans/drawings, registers, contracts/deeds, financial records, application forms, video).

In order to meet our legal requirement under the General Data Protection Regulations (GDPR), the Council has developed a policy with which refers to the retention and disposal needs for both paper and electronically stored documents/records, including digital 'media'. The purpose of this policy is to ensure that the Council handles its data appropriately by enabling its staff and Members with the necessary information to manage their information in line with Council policies and relevant legislations.

Maldon District Council's Retention and Disposal Policy includes the following sections that are applicable to Safeguarding:

- Safeguarding SA1.1.1 states that records of welfare concerns that are referred to Social Care or the Police should be kept for 40 years after the last contact with the service user.
- Safeguarding SA1.1.2 states that records of welfare concerns that Community Services decide, after consultation, do not necessitate a referral to Social Care or the Police, should be kept for 40 years after the child/adult concerned ceases to use the service, unless the child or adult are continuing to use the services in the area that the referral initiated from.
- Safeguarding SA2.1 states that records of documents relating to the Independent Inquiry into Child Sexual Abuse (IICSA), led by Hon. Lowell Goddard (as detailed to Management Team) should be kept for 40 years to support the enquiry.

Concern/Incident/Allegation Forms completed online and progress notes regarding each case are retained on a secure corporate database called FreshService. Access to safeguarding data is allocated by a senior officer on a secure permissions basis and is accessible by members of the Internal Corporate Safeguarding Group.

Maldon District Council adopts the Safeguarding Information Sharing Protocol in conjunction with the SET (Southend, Essex, Thurrock) safeguarding guidelines. The Protocol sets out the details of sharing information in accordance with the principles defined in the Whole Essex Information Sharing Framework (WEISF).

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## Appendix 6: Safe working practices

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### **Guidelines for staff, contractors, volunteers and Member conduct when working/having contact with Children, Young People and Adults**

In addition to the Employee and Member Codes of Conduct/ Protocols, the following guidelines should be followed by Members, employees, volunteers and contracted service providers who have contact with children, young people or adults with care and support needs.

#### **You should:**

- Always ensure you can be seen and observed publicly when working with children, young people and adults with care and support needs and avoid situations where you would be alone with them.
- Children, young people and adults have a right to privacy, respect and dignity. Respect the child, young person or adults, provide a safe and positive environment and treat them equally in the context of any activity.
- You must put the wellbeing and safety of the child, young person or adult before what you are trying to achieve with them such as the development of their performance. In other words, you may have to cease the planned activity if carrying on would undermine their well-being or safety.
- If a child, young person or adult with care and support needs is accidentally injured as the result of your actions or failure to act or arrives at an activity or service showing signs or symptoms that give you cause for concern, you must act appropriately following the procedures outlined in the policy and always report such incidents as soon as possible to your line manager and the Designated Safeguarding Reporting Officer and make a written report.
- Ensure that recognised agencies such as schools, youth clubs or sports clubs are used to communicate and engage with children.
- Make sure that when undertaking visits to these places you agree in advance with the agency that an employee will always remain in the room with you.

#### **You should not:**

- Spend unreasonable amounts of time alone with children, young people and adults with care and support needs, when taking children, young people or adults on car journeys, no matter how short.
- Take children, young people and adults with care and support needs to your home or any other place away from Council or agency premises where they will be alone with you. However, if it is necessary for young people to go on site visits as part of their work experience, the officer in charge must write to parents in advance to ask for their permission and explain why it is necessary.
- Add or accept requests from young people you work with or come into contact with, on social networking sites (e.g., Facebook and Twitter, etc.)
- Arrange to meet or approach children, young people or adults with care and support needs outside an organised activity or service.

**You should never:**

- Leave children, young people or adults with care and support needs unattended.
- Engage in rough physical games including horseplay.
- Engage in sexually provocative games or allow, encourage or engage in inappropriate touching of any form.
- Make sexually suggestive comments about or to a child, young person or adult.
- Allow children, young people and adults with care and support needs to use language inappropriate to the circumstances, unchallenged, or use it yourself.
- Ignore or fail to record an allegation a child, young person or adult makes about you or others.
- Do things of a personal nature for children, young people and adults with care and support needs that they can do for themselves e.g., assist with changing. It may sometimes be necessary to assist them, particularly if they are very young or are disabled. In such a situation, these tasks should only be carried out with the full understanding and consent of parents/carers. In an emergency that requires this type of help, you should try to have someone else present and inform the parents/carers as soon as is reasonably possible.
- Share a changing room with a child, young person or adult with care and support needs.
- Enter areas designated only for the opposite sex. The only exception is where you are providing cleaning services and then you should wait until the room is vacant.
- Use the internet or any other electronic or telephone device to access child pornography sites.

**Our commitment**

Maldon District Council takes its safeguarding responsibility seriously and is committed to promote the welfare and protection of Children, Young People and Vulnerable adults.

Employees who breach the guidelines above will face investigation and may face disciplinary action where appropriate, which could lead to a dismissal and the possibility of a criminal investigation where there is evidence of illegal activity.

Volunteers and contracted service providers in breach of the above the guidelines will have their services terminated with immediate effect. Where there is evidence of illegal activity, they will be reported to the relevant authorities and may face criminal investigation.

If a safeguarding issue occurs in which involves a Member is alleged to have acted inappropriately, the Designated Safeguarding Reporting Officer informed of the breach should contact the Safeguarding Lead and the Monitoring Officer. Where there is evidence of illegal activity, the Member will be reported to the relevant authorities and may face criminal investigation. In addition to these legal sanctions there may be grounds for a complaint to be made under the Code of Conduct for Councillors.

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**Appendix 7: Terms and conditions of purchase – Suppliers**

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The Supplier acknowledges that the Council has legal responsibilities regarding the safeguarding of children, young people and adults at risk under current legislation (including the Safeguarding of Vulnerable Groups Act 2006 ('SVGA')) and is also required to comply with various codes of practice and other guidelines (together the 'Safeguarding Obligation') and agrees to provide all assistance reasonably required by the Council to enable the Council to comply with the Safeguarding Obligation and shall not do any act that would cause the Council to be in breach of any provision set out in or referred to in the Safeguarding Obligation.

The Supplier acknowledges that it may also have legal responsibilities regarding the safeguarding of children, young people and adults with care and support needs and agrees to comply with those responsibilities.

**The Supplier agrees that it will:**

- Comply with the Council's 'Combined Safeguarding Policy for Children, Young People and Adults', which is updated from time to time and is available on the Council's website and shall always ensure that it is familiar with and complies with the reporting procedures for suspected abuse, as set out in the policy.
- Ensure that adequate staff training is provided as appropriate.
- To the extent that it is discharging a service for the Council which would be regulated or affected by the Safeguarding Obligation observe and perform the Safeguarding Obligation.
- Notify the Council immediately of any breach of or departure from the Safeguarding Obligation.

**The Supplier further agrees that it will:**

- Ensure that all individuals engaged in a Regulated Activity under the SVGA will be subject to a valid enhanced disclosure check through the Disclosure and Barring Service; and
- Monitor the level and validity of the checks under this clause for each member of staff; and
- Not employ or use the services of any person who is barred from, or whose previous conduct or records indicate that he or she would not be suitable to carry out Regulated Activity under the SVGA or who may otherwise present a risk to service users and or children and/or adults.

## Appendix 8: Safeguarding legislation

The following legislation and guidance underpin the safeguarding policy and aim to ensure that children and adults are protected from harm.

Legislation	Description
<a href="#">SET Safeguarding and Child Protection Procedures</a>	The SET (Southend, Essex, and Thurrock) safeguarding guidelines outline the basic safeguarding procedures which should be followed by all local authorities in Essex.
<a href="#">Working Together to Safeguard Children</a>	<p>This statutory guidance sets out how organisations and individuals should work together to safeguard and promote the welfare of children, and how practitioners should conduct the assessment of children.</p> <p>Working Together 2018 set out the new Multi-Agency Safeguarding Arrangements (MASA) that all local authority areas had to have in place by the end of September 2019 to replace the previous Local Safeguarding Children Boards (LSCBs).</p>
<a href="#">Children Act 1989</a> <a href="#">Children Act 2004</a>	<p>Places a statutory duty on local authorities to consider the need to safeguard and promote the welfare of children across all their services.</p> <p>(2004) Section 11 places a statutory duty on district councils to make arrangements to ensure that in discharging their functions they consider the need to safeguard and promote the welfare of children.</p> <p>(1989) Section 17 – Children in Need: The Local Authority has a general duty to safeguard and promote the welfare of children within their area who are in need and to promote the upbringing of such children by their families.</p> <p>(1989) Section 47 – Children at Risk: The Local Authority shall make enquiries where there is reasonable cause to suspect that a child or young person living in the area is suffering or is likely to suffer significant harm.</p>
<a href="#">Care Act 2014</a>	Outlines the responsibility of local authorities to carry out safeguarding enquiries where it is suspected that someone is suffering or at risk of abuse or neglect; and the obligation to create Safeguarding Adults Boards (SABs) in every area to bring together the key local partners to focus on safeguarding strategy and practice.
<a href="#">SET Safeguarding Adult Guidelines</a>	Set out clearly how concerns about adults at risk of abuse will be managed within the framework set out in the Care Act (2014) and associated statutory guidance.
<a href="#">Mental Capacity Act 2005</a>	Provides a statutory framework to empower and protect those (aged 16 and over) who may lack mental capacity to make decisions for themselves; and establishes a framework for making decisions on their behalf. It puts arrangements in place for advocacy support and best-interest decision-making.

Legislation	Description
<a href="#"><u>Care Standards Act 2000</u></a>	<p>Sets out a regulatory framework and standards for services people might receive. This applies to regulated services such as residential care, domiciliary care or adult placement schemes.</p> <p>Part 7 makes provision for the Protection of Vulnerable Adults (POVA) scheme to prevent abusers from working with adults at risk.</p>
<a href="#"><u>Protection of Freedoms Act 2012</u></a>	Established the Disclosure and Barring Service (merging the functions previously carried out by the Criminal Records Bureau and the Independent Safeguarding Authority). The Disclosure and Barring Service process requests for criminal records checks; decide whether to place or remove an individual from a barred list; place or remove a person from the children's or adults barred lists for England, Wales and Northern Ireland.
<a href="#"><u>Children and Social Work Act 2017</u></a>	Intended to improve support for looked after children and care leavers, promote the welfare and safeguarding of children, and make provisions about the regulation of social workers.
<a href="#"><u>Safeguarding Vulnerable Groups Act 2006</u></a>	<p>Provides the legislative framework for a vetting and barring scheme for people who work with children and adults with care and support needs.</p> <p>Created the Independent Safeguarding Authority (ISA), which aims to prevent unsuitable people working with children and adults with care and support needs. It includes social care services, as well as health, education, housing support and supporting people services.</p>
<a href="#"><u>Anti-Social Behaviour, Crime and Policing Act 2014</u></a>	Outlines forced marriage as a criminal offence in England and Wales, punished by up to seven years imprisonment. It also applies to UK nationals overseas who are at risk of becoming the victim of a forced marriage.
<a href="#"><u>Sexual Offences Act 2003</u></a>	<p>Outlines that sexual activity with a child under 13 is never acceptable and that regardless of circumstances children of this age can never legally give their consent. Any sexual intercourse with a child under 13 will be treated as rape.</p> <p>Creates a new offence of meeting a child following sexual grooming. This made it a crime to befriend a child on the internet or by other means and meet or intend to meet the child with the intention of abusing them.</p> <p>Outlines 'abuse of a position of trust' and protects vulnerable 16- and 17-year-olds by prohibiting sexual contact between adults and children under 18 in schools, colleges and residential care.</p>
<a href="#"><u>Female Genital Mutilation Act 2003</u></a>	Made FGM illegal in this country. It is an offence to undertake the operation (except on specific medical grounds), assist a girl to mutilate her own genitalia, and assist a non-UK national or UK national to undertake FGM of a UK national outside the UK (except on specific medical grounds).



Legislation	Description
<a href="#"><u>Homelessness Act 2002</u></a>  <a href="#"><u>Homelessness Reduction Act 2017</u></a>	Housing Authorities are required to refer persons with dependent children who are ineligible for homelessness assistance or are homeless or threatened with homelessness intentionally to local authority children's social care, as long as the person consents. If unable to obtain consent, the Council can disclose information to Social Services if they believe the child is, or will be, at risk of significant harm.
<a href="#"><u>Human Rights Act 1998</u></a>	Sets out the fundamental rights and freedoms that everyone in the UK is entitled to.

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## REPORT of DIRECTOR OF FINANCE

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to  
COUNCIL  
11 DECEMBER 2025

### COUNCIL TAX BASE

#### 1. PURPOSE OF THE REPORT

- 1.1 The Council is required to agree its tax base for the financial year 2026/27 in order to set its council tax requirement.
- 1.2 The Council has to notify its tax base calculations to Essex County Council, Essex Fire Authority, the Police and Crime Commissioner for Essex and Parish/Town Councils in order that they can also set their council tax for 2026/27.

#### 2. RECOMMENDATION

That in accordance with the Local Authorities (Calculation of Tax Base) Regulations 2012 the amount calculated by Maldon District Council as its council tax base for the 2026/27 year shall be set at **27,293.0**.

#### 3. SUMMARY OF KEY ISSUES

- 3.1 The Local Government Finance Act 1992 amended by Section 84 of the Local Government Act 2003 set out the requirements allowing each local authority to make its arrangements for adopting the Council Tax base. The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 (SI 2012:2914) provides amended statutory guidance to incorporate the changes resulting from the introduction of the Local Council Tax Support Scheme (LCTSS).
- 3.2 The Council Tax varies between the different bands according to proportions laid down in legislation. These proportions are based around Band D and are fixed so that the bill for a dwelling in Band A will be a third of the bill for a dwelling in Band H. Applying the relevant proportion to each band's net property base produces the number of Band D equivalent properties for the area.
- 3.3 The Council Tax Base figure is an integral part of the calculations for setting the level of Council Tax, and is the number of chargeable properties adjusted for certain factors, e.g. single persons' discounts, local council tax support, exemptions etc.
- 3.4 The 2026/27 tax base is calculated as determined in The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, with Local Council Tax Support, discounts and exemptions, as at 6 October 2025. **APPENDIX A** shows the calculation of the tax base whilst **APPENDIX B** sets out the tax base for each Parish / Town Council.

- 3.5 The Parish / Town Councils will be notified of their individual tax base so that they can set their Parish / Town precepts and calculate their Band D Council Tax for 2026/27. The Council requests the receipt of Parish / Town Council precepts by 7 January 2026 ahead of setting its own council tax requirement in February 2026.
- 3.6 The collection rate used in the tax base calculation for 2026/27 is 97.7%, which is 0.1% below the budgeted collection rate set for the current year. The cautious choice is set in the context of the wider economic climate and cost of living increases.
- 3.7 The number of local council tax support cases have reduced since 2024/25 by 30.4 Band D equivalents.
- 3.8 The Council Tax Base figure set for 2025/26 is 26,854.4, so the 2026/27 figure represents an increase of 438.6 or 1.63%. The key reasons for the increase are a rise in the number of chargeable properties along with a decrease in LCTSS, less a slight decrease in expected collection rate. An annualised estimate of the number of new dwellings that are expected to be added to the valuation list and becoming chargeable during 2026/27 has also been included (273.0 Band D equivalents).

#### **4. CONCLUSION**

- 4.1 The annual setting of the Council's tax base is required to set the council tax for the following year.

#### **5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028**

##### **5.1 Supporting our communities**

- 5.1.1 The Council Tax Base is an important component for calculating the Council Tax chargeable to Maldon District residents for 2026/27. This provides key funding for the community.

##### **5.2 Enhancing and connecting our place**

- 5.2.1 As explained in paragraph 5.1.1.

##### **5.3 Helping the economy to thrive**

- 5.3.1 None directly.

##### **5.4 Smarter finances**

- 5.4.1 As explained in paragraph 5.1.1.

##### **5.5 A greener future**

- 5.5.1 None directly.

##### **5.6 Provide good quality services.**

- 5.6.1 As explained in paragraph 5.1.1.

## 6. IMPLICATIONS

- (i) **Impact on Customers** – As explained in paragraph 5.1.1.
- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risk** – None identified.
- (iv) **Impact on Resources (financial)** – The increase in tax base will increase the Council's council tax revenue for 2026 / 27.
- (v) **Impact on Resources (human)** – None identified.
- (vi) **Impact on Devolution / Local Government Reorganisation** - None identified.

Background Papers: None.

Enquiries to: Ben Jay, Chief Finance Officer (S151 Officer).

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## MALDON DISTRICT COUNCIL - COUNCIL TAX BASE 2026/27

		Band A Disabled Reduction	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total
Total Chargeable Dwellings			2,475.0	3,992.0	8,665.0	5,705.0	4,714.0	3,189.0	1,695.0	190.0	30,625.0
Less Exempt Dwellings			168.0	65.0	104.0	74.0	48.0	22.0	9.0	0.0	490.0
Less Demolished Dwellings			31.0	0.0	0.0	3.0	0.0	1.0	0.0	0.0	35.0
Chargeable Dwellings			2,276.0	3,927.0	8,561.0	5,628.0	4,666.0	3,166.0	1,686.0	190.0	30,100.0
Less Disabled Reductions			5.0	18.0	46.0	41.0	36.0	20.0	16.0	8.0	190.0
Plus Revised Bands due to Disabled Reductions		5.0	18.0	46.0	41.0	36.0	20.0	16.0	8.0	0.0	190.0
Chargeable Dwellings - Revised		5.0	2,289.0	3,955.0	8,556.0	5,623.0	4,650.0	3,162.0	1,678.0	182.0	30,100.0
Less Number of dwelling equivalents where discounts and premiums apply		0.3	317.6	422.4	670.4	333.3	201.5	94.0	45.8	-2.5	2,082.6
Number of dwellings equivalents after applying discounts and premiums to calculate tax base		4.75	1,971.37	3,532.62	7,885.62	5,289.75	4,448.50	3,068.00	1,632.25	184.50	28,017.36
Less Local Council Tax Support Scheme		1.4	461.8	522.9	712.5	183.5	66.5	25.7	7.4	0.0	1,981.56
Equivalent of Chargeable Dwellings		3.4	1,509.6	3,009.7	7,173.1	5,106.3	4,382.0	3,042.3	1,624.9	184.5	26,035.80
Ratio to Band D		<b>5/9</b>	<b>6/9</b>	<b>7/9</b>	<b>8/9</b>	<b>9/9</b>	<b>11/9</b>	<b>13/9</b>	<b>15/9</b>	<b>18/9</b>	
Band D Equivalents		1.9	1,006.4	2,340.9	6,376.1	5,106.3	5,355.8	4,394.5	2,708.1	369.0	27,659.0
Adjustment for Parish-level roundings											3.5
Add Estimated Growth											273.0
Band D Equivalents											27,935.5
Less Non-Collection Rate	2.3%										642.5
<b>Estimated Council Tax Base for 2026/27</b>	97.7%										<b>27,293.0</b>

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**Maldon District Council****2026/27 Council Tax Base by Parish/Town Council**

<b>Parish Council</b>	<b>2025/26 Tax Base with Growth Band D</b>	<b>2026/27 Tax Base with Growth Band D</b>
Althorne	511.7	518.0
Asheldham	68.6	68.4
Bradwell	341.6	353.3
Burnham-on-Crouch	3,794.0	3,877.1
Cold Norton	510.0	510.2
Dengie	46.6	47.2
Goldhanger	310.4	302.8
Great Braxted	186.0	193.5
Great Totham	1,415.4	1,526.4
Hazeleigh	127.7	166.9
Heybridge	2,865.6	2,895.2
Heybridge Basin	276.3	278.6
Langford	87.7	89.4
Latchingdon	535.1	535.7
Little Braxted	82.1	82.1
Little Totham	194.6	191.6
Maldon	5,962.3	6,037.9
Mayland	1,496.2	1,497.2
Mundon	147.5	149.6
North Fambridge	539.9	545.7
Purleigh	579.7	593.0
Southminster	1,657.2	1,653.4
St. Lawrence	594.8	611.1
Steeple	189.5	193.6
Stow Maries	87.5	90.3
Tillingham	410.7	409.9
Tollesbury	1,023.3	1,049.2
Tolleshunt D'Arcy	463.9	450.1
Tolleshunt Knights	429.6	441.8
Tolleshunt Major	275.5	275.1
Ulting	78.4	83.1
Wickham Bishops	1,022.1	1,020.9
Woodham Mortimer	260.8	265.0
Woodham Walter	282.0	289.8
<b>TOTAL</b>	<b>26,854.4</b>	<b>27,293.0</b>

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## REPORT of CHIEF EXECUTIVE

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to  
COUNCIL  
11 DECEMBER 2025

### NORTH ESSEX LOCAL GROWTH PRIORITIES

#### 1. PURPOSE OF THE REPORT

- 1.1 To seek Member approval of the North Essex Councils, North Essex Local Growth Priorities document attached at **APPENDIX 1**.

#### 2. RECOMMENDATION

That the North Essex Local Growth Priorities (**APPENDIX 1**) be approved for the socio-economic benefit of the region and District.

#### 3. SUMMARY OF KEY ISSUES

- 3.1 The North Essex Councils (NEC) partnership was established to drive forward collaborative working in a range of strategic areas including housing growth, economic development and climate action. Members include:
- Braintree District Council
  - Chelmsford City Council
  - Colchester City Council
  - Epping Forest District Council
  - Essex County Council
  - Harlow District Council
  - Maldon District Council
  - Tendring District Council
  - Uttlesford District Council
- 3.2 The Local Government landscape is changing, with Devolution and Local Government Reorganisation (LGR) set to fundamentally reshape how services are delivered, including economic development programmes. At the same time, North Essex faces enormous growth pressures and opportunities, with over 250,000 homes needing to be built over the next 30 years, major infrastructure requirements to support these homes and a range of pressing climate resilience challenges to be tackled head-on. As a result, the North Essex Local Growth Priorities seek to:
- take full advantage of the opportunities Devolution will offer to our residents and businesses as we continue towards the unitarisation of local Government in Essex.

- ensure that the priorities identified by North Essex Councils are understood and supported by the future Greater Essex Mayor.
  - enable the new unitary authorities to have a 'head start' and deliver early success by laying the foundations for these priorities to progress before new authorities are created.
- 3.3 In Summer 2024, senior officers of North Essex Councils from all nine authorities agreed to work on a North Essex Local Growth Priorities document. The co-authored document is an initial pro-growth proposal which can be given to any incoming new mayor. It sets out what we collectively believe to be the 'shovel ready' key priorities for action, which together will help achieve the full potential of our region. The North Essex Growth Priorities bring together a current shared vision for sustainable, inclusive growth that reflects the distinct strengths and ambitions of our cities, towns, coastal areas and rural communities, whilst ensuring residents across North Essex benefit from this growth.
- 3.4 Work has progressed via monthly officer workshops and thematic workstreams to identify the priorities. The objective of these growth priorities is:
- a shared, long-term vision for North Essex and a reflection of the collaboration between all nine authorities
  - a strategic framework for guiding future collaboration across the public and private sectors and for aligning local ambition with national priorities
  - a tool for influencing the early focus of the Mayoralty, for offering early, visible wins and for ensuring North Essex's priorities are reflected in the Mayoral Combined County Authority's (MCCA) statutory documents
  - the Growth Priorities are not; a statutory document, a replacement for Local Plans, a detailed blueprint for every site or project, or a vehicle for direct engagement with government
- 3.5 Agreeing these shared priorities puts North Essex in a strong position when the call takes place for an investable project pipeline longlist.
- 3.6 With Mayoral elections due to take place in Essex on 7 May 2026, the document serves as a vital early pitch for the needs and opportunities of North Essex to grow sustainably. The mayor will have strategic responsibility for:
- Strategic Planning: creating a long-term vision and developing a statutory Local Growth Plan for the region.
  - Transport: developing a regional transport strategy, managing a Key Route Network (KRN), and potentially franchising bus services.
  - Economic Development: champion the region nationally and internationally to attract investment, boost business growth, and create jobs.
  - Housing and Regeneration: powers related to housing supply, brownfield development, and regeneration, including working with Homes England and potentially establishing Mayoral Development Corporations.
  - Skills and Education: devolved adult education and skills functions to align training with local job market needs.
  - Public Safety: functions of the Police and Crime Commissioner and the Fire and Rescue Authority, working to align these services for better community resilience.

- Environment and Energy: local climate action plans, the Warm Homes Plan, local nature recovery strategies, and promoting green energy and decarbonisation activities.
- Financial Oversight: long-term investment fund provided by the government and manages the MCCA budget.

3.7 The shared vision is 'creating a more productive, better-connected and more resilient North Essex where everyone can thrive'. This is underpinned by the outcomes of:

Outcome	Mechanism
<b>A more productive North Essex</b>	<ul style="list-style-type: none"> <li>• Housing growth</li> <li>• Employment land and business accommodation</li> <li>• Sector development</li> <li>• Innovation and Research &amp; Development</li> <li>• Business support</li> <li>• Skills</li> </ul>
<b>A more inclusive North Essex</b>	<ul style="list-style-type: none"> <li>• Addressing deprivation</li> <li>• Place regeneration</li> <li>• Employability support</li> <li>• Healthy and efficient homes</li> </ul>
<b>A better-connected North Essex</b>	<ul style="list-style-type: none"> <li>• Roads, railways, ports and airports</li> <li>• Digital infrastructure</li> <li>• Electricity distribution network</li> <li>• Active travel</li> </ul>
<b>A more resilient North Essex</b>	<ul style="list-style-type: none"> <li>• Energy security</li> <li>• Water security</li> <li>• Job security</li> <li>• Healthy and efficient homes</li> </ul>

3.8 Since the development of the objectives, NEC partners have identified a set of priority projects that (if met with significant private and public investment) will create a step-change in delivering long-term, sustainable growth across North Essex. These projects have been selected as the initiatives with the strongest potential to advance all four of the core outcomes. While not an exhaustive list of all the opportunities across North Essex, these projects represent the current highest priorities for coordinated investment and the most significant immediate opportunities to deliver transformational change.

Priority Project	Significance to Maldon District and Region
Delivering three new Garden Communities (Chelmsford, Harlow, Colchester / Tendring)	<ul style="list-style-type: none"> <li>• Construction job/contract opportunities, in particular Chelmsford Garden Community</li> <li>• Development of schemes in North Essex will, to an extent, help relieve housing pressure on the system regionally</li> </ul>
Bathside Bay (Harwich)	<ul style="list-style-type: none"> <li>• Regionally significant project with thousands of new jobs being created both on-site and in the broader supply chain in the construction phase with ongoing jobs once operational</li> </ul>
Maximising the benefits of Stansted Airport	<ul style="list-style-type: none"> <li>• Significant training and employment opportunities for residents of Essex and regionally</li> <li>• Improved infrastructure benefitting the region for local connectivity and access to international destinations</li> </ul>

Priority Project	Significance to Maldon District and Region
Delivering the new Princess Alexandra Hospital	<ul style="list-style-type: none"> <li>• Circa £1.5bn - £2bn construction, generating significant jobs</li> <li>• In conjunction with UK Health Security Agency creating 100s of new jobs on a permanent basis</li> </ul> <p>Growth Priorities have also identified the potential for new community-based health provision which can complement new large-scale hospitals and highlights the potential for new provision in Maldon, as an example</p>
A12 widening (Chelmsford to Marks Tey)	<ul style="list-style-type: none"> <li>• Faster, safer journeys for all North Essex residents and businesses, including those from Maldon District, many of whom use the A12</li> <li>• Future proofs the road network which will come under increasing pressure as the population increases</li> <li>• Reduces surrounding roads being used as 'rat-runs', minimising congestion on the rest of the network</li> </ul>
A120 dualling (Braintree to A12)	<ul style="list-style-type: none"> <li>• Improved access to high growth technology and employment opportunities on the A120 corridor and UK Innovation Corridor</li> <li>• Improved East to West journey reliability and pace for Maldon District residents and businesses (most likely route joins the A120 to the A12 Witham)</li> <li>• Will help reduce pressure on other regional road routes such as the A12, M11, A14</li> <li>• Improves investment attractiveness of North Essex with a more resilient, higher capacity and faster road network</li> </ul>
Improving junctions 7 and 8 of the M11	<ul style="list-style-type: none"> <li>• Junction 8 is the other end of the A120 – this, coupled with the dualling of the A120, will improve the pace of journeys on the A120 for all road users including Maldon residents and businesses, as well as encourage investment along the route</li> <li>• These junction improvements will help improve access to the UK Innovation Corridor</li> <li>• Junction 8 improvements will also future proof the A120 as Stansted Airport continues to grow and houses are built in the area</li> </ul>
Improving train services to Clacton	<ul style="list-style-type: none"> <li>• Will reduce pressure on the broader road network and help alleviate congestion</li> </ul> <p>We are hopeful this initiative demonstrates the benefit of more regular services on branch lines, with scope to increase frequency on the Flitch (Braintree) and Crouch Valley (Dengie) lines in future</p>
Rapid Transit System (RTS) expansion	<ul style="list-style-type: none"> <li>• Rapid Transit Networks in Harlow and Colchester promise to significantly improve public transport speed, reliability and frequency</li> </ul>

Priority Project	Significance to Maldon District and Region
	<p>However, public transport outside of major towns and away from rail lines in North Essex can be very slow, infrequent and unreliable with bus journeys from towns such as Maldon being very slow meaning they are simply not a viable option for many residents. This leads to many being cut off from jobs, skills and being more isolated if they do not have access to a car. Proposal for the new mayor to introduce new services that are frequent, faster and more direct that can complement the existing bus services and knit into the RTS system so they can be scaled up if demand increases.</p> <p>For example, this might mean rapid and more frequent bus services from Maldon Town Centre to Chelmsford and Colchester City Centres</p>
Delivering skills for growth	<ul style="list-style-type: none"> <li>• Dedicated training pathways for Maldon District's residents to provide routes into high-value sectors</li> <li>• A call for scaled skills provision where Further Education facilities are lacking (including Maldon District)</li> <li>• Better access to skilled labour for Maldon District's businesses</li> <li>• Reduces out-migration for work and training by offering clear career routes within the region</li> <li>• Enhances Maldon District's competitiveness, attracting investment into an area with a highly skilled workforce</li> </ul>

3.9 These priorities demonstrate North Essex's readiness to contribute to shared Greater Essex ambitions. They provide a clear basis for collaboration through forthcoming Mayoral strategies, including the Local Growth Plan, Strategic Development Strategy, Skills Plan and Local Transport Plan. They also include several initiatives capable of early delivery and quick, tangible impact.

3.10 **APPENDIX 1** of the report sets out the future-facing ambition of these priorities and how they are designed to remain relevant through LGR.

## 4. CONCLUSION

4.1 By identifying shared priorities for the region now, NEC members are laying the groundwork for coherent, joined-up economic planning that can support stronger, more strategic local leadership in the years ahead which will be helpful for any new Mayor taking up office in May 2026.

## 5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

### 5.1 Supporting our communities

5.1.1 The North Essex Local Growth Priorities shared vision is 'creating a more productive, better-connected and more resilient North Essex where everyone can thrive'. This is

underpinned by the outcome of 'A more inclusive North Essex' which supports this priority.

## 5.2 Investing in our District

- 5.2.1 The North Essex Local Growth Priorities shared vision is 'creating a more productive, better-connected and more resilient North Essex where everyone can thrive'. This is underpinned by the outcome of 'A better-connected North Essex' which supports this priority.

## 5.3 Growing our economy

- 5.3.1 The North Essex Local Growth Priorities shared vision is 'creating a more productive, better-connected and more resilient North Essex where everyone can thrive'. This is underpinned by the outcome of 'A more productive North Essex' which supports this priority.

## 5.4 Protecting our environment

- 5.4.1 The North Essex Local Growth Priorities shared vision is 'creating a more productive, better-connected and more resilient North Essex where everyone can thrive'. This is underpinned by the outcome of 'A more resilient North Essex' which supports this priority.

# 6. IMPLICATIONS

- (i) **Impact on Customers** – The North Essex Growth Priorities bring together a shared vision for sustainable, inclusive growth that reflects the distinct strengths and ambitions of our cities, towns, coastal areas and rural communities, whilst ensuring residents across North Essex benefit from this growth.
- (ii) **Impact on Equalities** – The North Essex Growth Priorities will ensure everyone has access to opportunities and will address deep-rooted disparities across parts of the region. As inclusion and health are inseparable, reducing deprivation, improving access to opportunity and delivering healthy homes are among the most effective wider determinants of health for closing gaps between communities.
- (iii) **Impact on Risk (including Fraud implications)** – None.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on Devolution / Local Government Reorganisation** – The North Essex Growth Priorities seek to take full advantage of the opportunities Devolution will offer to our residents and businesses as we continue towards the unitarisation of local Government in Essex, ensure that the priorities identified by North Essex Councils are understood and supported by the future Greater Essex Mayor and enable the new unitary authorities to have a 'head start' and deliver early success by laying the foundations for these priorities to progress before new authorities are created.



Background Papers:

**APPENDIX 1** - North Essex Local Growth Priorities

**APPENDIX 2** – Presentation to the Council

Enquiries to: Leanda Cable, Head of Economic Development

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# **North Essex Local Growth Priorities**

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**About North Essex Councils**

The North Essex Councils (NEC) partnership was established to drive forward collaborative working in a range of strategic areas including housing growth, economic development and climate action. Members include:

- Braintree District Council
- Chelmsford City Council
- Colchester City Council
- Epping Forest District Council
- Essex County Council
- Harlow District Council
- Maldon District Council
- Tendring District Council
- Uttlesford District Council

We recognise that the Local Government landscape is changing, with Devolution and Local Government Reorganisation (LGR) set to fundamentally reshape how we deliver services, including economic development programmes. At the same time, North Essex faces enormous growth pressures and opportunities, with over 250,000 homes needing to be built over the next 30 years, major infrastructure requirements to support these homes and a range of pressing climate resilience challenges to be tackled head-on. As a result, our North Essex Growth Priorities seek to:

- take full advantage of the opportunities Devolution will offer to our residents and businesses as we continue towards the unitarisation of local Government in Essex
- ensure that the priorities identified by North Essex Councils are understood and supported by the future Greater Essex Mayor
- enable the new unitary authorities to have a 'head start' and deliver early success by laying the foundations for these priorities to progress before new authorities are created

## About the North Essex Growth Priorities

Co-authored and endorsed by all nine NEC partner councils, the North Essex Growth Priorities are our pro-growth proposal for the next 30 years. They set out what we collectively believe to be the key priorities for action, which together will help achieve the full potential of our region. The North Essex Growth Priorities bring together a shared vision for sustainable, inclusive growth that reflects the distinct strengths and ambitions of our cities, towns, coastal areas and rural communities, whilst ensuring residents across North Essex benefit from this growth.

Our ambition is clear; however, real progress will require more than strong local leadership – it requires a shared, reciprocal commitment. Along with partners in Government, the private sector and the new Greater Essex MCCA, we must deliver upon our collective responsibility to invest boldly and consistently in the long-term future of North Essex. Through this shared endeavour, North Essex can go even further, building on our status as one of the UK's great economic success stories, to deliver growth and opportunity to benefit both the local and national economy.

These Priorities are a call for partnership and commitment to secure the targeted investment and coordinated action needed to turn our exciting vision into reality. This document is a rallying point for local and national partners, inviting the incoming Mayor of Greater Essex, Greater Essex Business Board (GEBB), anchor institutions, partners in Government and others to align behind our priorities and turn ambition into action. It is a deliverable blueprint for growth, which will unlock a step change in housing delivery, infrastructure and economic opportunity. By setting out a clear vision, these Priorities aim to influence the forthcoming statutory Mayoral documents (the Greater Essex Local Growth Plan, Spatial Development Strategy, Local Transport Plan and Skills Strategy), ensuring strategic alignment and maximising the impact of investment across the county.

The scale of what can be achieved is significant and the return on investment even more so. By securing the additional investment needed to secure benefits for all corners of our communities, the North Essex Growth Priorities can deliver more than 250,000 new homes, tens of thousands of jobs and billions in gross added value (GVA). North Essex partners recognise, however, that this growth cannot be achieved without a step-change in infrastructure investment and long-term resilience planning. This document sets out to address these challenges and to represent not just a local growth agenda, but a critical component of the UK's wider economic strategy. If delivered in full, these priorities will generate long-term rewards for productivity, infrastructure resilience and sustainable growth that can adapt at pace to future pressures.

## **Harnessing our strengths**

North Essex is a significant driver of regional and national prosperity, with our pro-growth approach and an economy worth over £25 billion. It's a place where entrepreneurial spirit, strategic location and natural assets combine to create real momentum for growth. This momentum forms the foundations of this document and highlights our readiness to respond to national priorities around housing, skills, clean growth and productivity.

NEC has already demonstrated what is possible through major schemes such as three Garden Communities, Freeport East and town centre regeneration. While we have the ambition and track record to deliver transformative growth, it is critical that North Essex now receives the sustained investment in key projects and infrastructure to ensure our growth can continue at the pace and scale required to fulfil our potential, delivering maximum benefits to our residents and businesses as well as the UK economy.

### **Housing growth**

Greater Essex is home to four emerging garden settlements – more than any other county in the UK. Of these, three are located in North Essex. Together, Tendring Colchester Borders Garden Community, Harlow and Gilston Garden Town and Chelmsford Garden Community will provide over 30,000 new homes. They will create thousands of jobs and vital new infrastructure, demonstrating our ability to deliver growth at scale.

These settlements also represent a model for growth that is infrastructure-led and future-focussed, breaking the cycle of piecemeal development and ensuring that new communities are well-connected, healthy and resilient.

The North Essex Garden Communities are some of the most ambitious new settlements in the UK. They reflect our long-term commitment to growth and the credibility of our future ambitions. These settlements also underscore the critical importance of securing the upfront infrastructure investment needed to sustain delivery at scale and pace over the coming decades and beyond.

Following recent changes to the National Planning Policy Framework (NPPF), North Essex is preparing to deliver more than 250,000 homes over the next 30 years – an ambitious target that reflects the region's pivotal role in meeting the national housing need. This long-term programme of delivery will further cement North Essex's position as a major net contributor to the UK economy, driving housing growth, unlocking resilient infrastructure, attracting private investment and powering productivity and job growth in key sectors. It is essential that North Essex receives the right backing to enable partners to continue to support the Government's wider growth objectives and deliver at unprecedented scale and pace.

### **A gateway to London, Europe and the world**

North Essex is strategically located between London, Cambridge and the coast and boasts strong connectivity to Europe via Stansted Airport and Harwich International Port. Our unrivalled geographic location not only supports local business growth and commuter accessibility, but also underpins our role in national supply chains and international trade.

Fast, direct rail routes link many parts of North Essex to London Liverpool Street in under an hour. The existing offer to commuters has been further enhanced by the opening of Beaulieu Park Station, the first new station on the Great Eastern Mainline in over 100 years.

The A12, A120 and M11 provide critical road access to London, the East of England and beyond. The M11 also sits at the heart of the UK Innovation Corridor (UKIC), driving significant investment, boosting innovation-led growth and delivering new, high-value jobs.

North Essex is also home to Stansted Airport, the UK's fourth-busiest airport and the East of England's largest single-site employer. The airport saw a record-breaking 29.8 million passengers in 2024, sitting only just behind Manchester Airport's 30.8 million. Stansted Airport has planning consents in place to expand significantly and has scope to increase passenger numbers to 43 million passengers per year. Stansted also handles 250,000 tonnes of cargo per annum, making it the third-largest cargo airport in the country.

At the eastern end of the A120 sits Harwich International Port, one of the UK's leading passenger and freight terminals. The port handles over one million passengers and over 4.2 million tonnes of cargo each year, playing a critical role in international tourism, trade and supply chain resilience.

Harwich International Port is one of the two main tax and custom zones of Freeport East, one of 12 Freeports in the UK. Freeport East has already attracted £250 million in private investment and created over 2,000 jobs, while Bathside Bay in Harwich represents an opportunity to transform the area into a green energy hub. As one of the largest land reclamation projects in the country, it will unlock over 120 hectares of high-quality employment land adjacent to the international port, creating the foundations for a nationally important green energy hub. Bathside Bay will generate over 3,500 new jobs on site while acting as a catalyst for unlocking other stalled sites across Harwich and Dovercourt, which have the potential to bring forward an additional 3,000 jobs and support inclusive growth at scale in one of North Essex's most deprived communities.

### **Powering progress**

North Essex sits at the heart of the largest overhaul of the electricity grid in generations. Infrastructure projects led by the National Grid to scale up capacity and update networks to carry clean energy from offshore wind installations will support over 55,000 new UK jobs and contribute £14.5 billion to the economy.

North Essex has further potential for solar and onshore wind generation. Both generate low-cost, low-carbon electricity with the potential to boost North Essex's renewable supply and energy resilience, support the grid and lower bills for consumers. Across the region, there is significant potential for large-scale solar farms. The forthcoming Longfield Solar Farm, for example, will provide a 500MW solar and battery storage facility near Chelmsford. It will also bring direct investment in skills and employment, with over £2 million already committed to training and supply chain development. Onshore wind potential, meanwhile, exists across the entirety of North Essex, with areas of Uttlesford, Maldon, Braintree and Colchester particularly well suited for energy generation from wind.

The region also has a strong network of community energy groups. Government has made a commitment to scale up local energy and create 8GW of municipally and community owned renewable generation across the UK as part of its Clean Power Plan. Working with North



Essex's already strong network to develop a pipeline of small and medium-sized renewable generation projects will position the region to secure investment, helping to power communities in a way that is equitable, affordable and sustainable for the long term.

### **A strong entrepreneurial spirit**

North Essex has a thriving SME sector and is home to over 47,000 micro and small businesses, as well as larger household names such as Teledyne e2v, The Hill Group, Galliard Homes, Crittall Windows, Maldon Sea Salt and Wilkin & Sons. Our business base has particular strengths in growing and thriving sectors, including clean energy, construction, advanced manufacturing and engineering, digitech, creative, financial services and life sciences.

Strong business survival rates (5% higher than the national five-year survival rate) and an entrepreneurial culture position the area well to continue to scale up activity, provided the right support – including workspace and finance – is in place.

<b>Survival rates of new enterprises since 2018</b>			
<b>Geography</b>	<b>3-year (%)</b>	<b>4-year (%)</b>	<b>5-year (%)</b>
<b>North Essex</b>	61.7%	52.2%	44.3%
<b>Essex County Council area</b>	61.1%	51.6%	43.7%
<b>England</b>	57.5%	47.2%	39.4%

### **Providing skills for the future**

Unemployment is low across the geography (3.2% compared to a national average of 4.4%), supported by impressive job availability in economic hubs such as Chelmsford, Colchester and Harlow. Furthermore, planned development around the Garden Communities and Freeport East is set to create thousands of new jobs in future-proof sectors.

Ensuring our residents have the skills they need to access these opportunities is the next key next step. Working under the umbrella of the Local Skills Improvement Plan (LSIP), our employers and training providers are working to match local skills provision to business need. Targeted work will expand the range of in-demand training available across North Essex, including at the UK's only on-site aviation establishment, Stansted Airport College.

Our two universities – the University of Essex (UoE) and Anglia Ruskin University (ARU) – also play a key role in building North Essex's future talent pipeline. Ranked 29<sup>th</sup> in the UK in the Complete University Guide 2026, UoE excels in areas such as green growth, digital transformation and finance. UoE's Accounting and Finance degree sits in the UK Top 50, while its highly regarded Science and Engineering Schools position it well for digital growth. The university has also ranked in the UK Top 3 for the number of Innovate UK Knowledge Transfer Partnerships (KTPs) secured over the past decade, helping to embed academic expertise into local businesses, accelerating innovation and creating commercial value in sectors such as health tech, cyber security and advanced manufacturing.

ARU, meanwhile, is climbing the ranks in a number of important and high-demand degrees, including Civil and Mechanical Engineering. It consistently ranks well for Nursing and Midwifery, while its recently acquired Writtle Campus positions the university strongly for veterinary medicine. ARU's Arise Innovation Hub – with locations in Harlow and Chelmsford

– are fostering a thriving ecosystem for local start-ups and entrepreneurs in key growth sectors. They provide the space, expertise and networks to boost innovation across MedTech and health tech, helping to translate research and ideas into real-world impact.

## Tackling growth challenges

Without urgent intervention and the right scale of investment North Essex's growth potential — as well as our ability to deliver inclusive, sustainable and resilient growth for generations to come — will be constrained. Our structural economic challenges, infrastructure deficit and climate risks must be addressed to fully harness our enormous ambition and translate opportunity into success.

Tackling these challenges will require sustained effort, long-term thinking and close partnership, to which NEC partners are already committed. Coordinated investment from Government and the private sector will also unlock major opportunities and ensure that North Essex continues to deliver against national growth priorities.

### Inclusive growth

Despite overall prosperity, there are significant pockets of deprivation across North Essex. Jaywick, Clacton, Harwich and St Osyth's rank in the 10% most deprived places in the country, while parts of Colchester (Greenstead and Hythe), Chelmsford (Melbourne), Harlow Town Centre and Epping Forest (parts of Loughton) rank in the 20% most deprived. These areas see poorer physical and mental health outcomes, reduced access to services and limited employment opportunities. The tables below from the 2019 Index of Multiple Deprivation (IMD) exemplify these issues.

Tendring 018A Lower Layer Super Output Area (LSOA) covering Jaywick and St Osyth:

Sub-domain	Rank (where 1 represents the most 10% deprived of all LSOAs in England)
Education, skills and training	1
Children and young people	1
Adult skills	1
Living environment	1
Barriers to housing and services	3

Colchester 008H LSOA covering Greenstead:

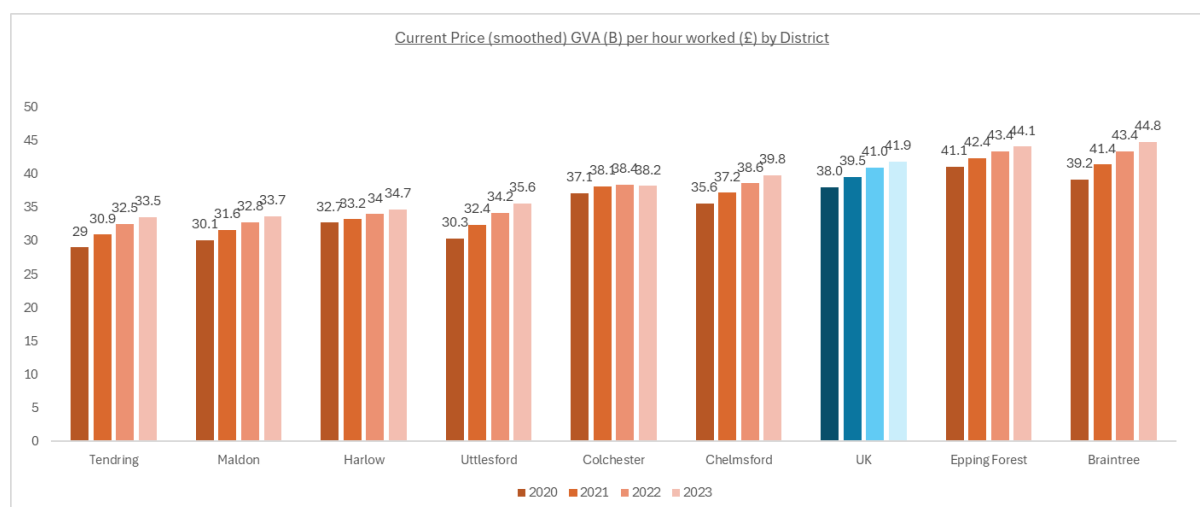
Sub-domain	Rank (where 1 represents the most 10% deprived of all LSOAs in England)
Education, skills and training	1
Children and young people	1
Adult skills	2
Living environment	1
Barriers to housing and services	2

The strategic initiatives outlined in this document – alongside local, place-based initiatives – are critical in ensuring all residents in North Essex benefit from growth. This, in turn, will help to significantly improve outcomes for the most deprived parts of the area.

### Productivity and business growth

Productivity continues to lag behind regional and national averages. In 2023, the average GVA per hour worked across North Essex was 38, compared to a national average of 41.9.

Although productivity is rising across most districts, it is not keeping pace with national increases.



A high ratio of microbusinesses (0-9 employees) to large businesses (250+ businesses) and lower-than-average R&D investment contribute to this stagnation. North Essex saw under £35 million in Innovation Grants between 2020/21 and 2024/25, ranking the area significantly behind regional competitors. Meanwhile, the region's micro business count sat at 42,975 in 2024, while its large business count sat at 140. The growth of large businesses in North Essex is also extremely slow, with the count rising by just ten between 2021 and 2024, evidencing that scale-up rates continue to remain modest, with access to finance, innovation space and commercial infrastructure often causing barriers to growth.

Although our thriving SME community forms the backbone of our local economy, this strength must be complemented with a greater presence of large businesses to achieve a substantial step change in productivity. The scale, investment capacity and innovation ecosystems that larger employers bring are critical to creating high-value jobs, attracting skilled talent and ensuring that North Essex continues to compete on a national stage.

To fully realise our potential, we must also unlock high-value sector growth, enhance digital infrastructure, improve the quality and quantity of local business accommodation and support innovation clusters (especially those linked to our universities, Stansted Airport and Freeport East). These efforts will drive productivity, stimulate business growth and make North Essex an even stronger regional and national competitor; however, this growth can only be sustained if North Essex builds firm foundations for energy, water and climate resilience, ensuring we can meet the resource demands of larger businesses while remaining a desirable place to live and work.

### Housing growth

LA	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	5-year average
Braintree	7.23	7.94	8.34	8.55	8.61	8.71	10.03	9.30	9.50	8.16	9.14
Chelmsford	8.49	9.43	10.39	11.20	10.90	10.14	10.34	10.90	10.80	9.70	10.38
Colchester	7.36	7.92	8.34	8.80	8.78	8.46	9.91	8.84	9.10	8.27	8.92
Epping Forest	10.85	11.34	12.25	12.73	12.01	13.00	13.68	13.41	11.29	10.72	12.42
Harlow	8.65	9.45	10.18	10.16	10.30	10.48	11.25	10.99	10.12	9.12	10.39
Maldon	7.49	7.98	9.75	10.03	9.13	8.74	10.21	10.41	11.55	9.82	10.15
Tendring	6.76	7.17	7.98	8.42	8.28	8.35	8.98	8.95	8.81	7.49	8.52
Uttlesford	10.25	10.10	10.63	11.89	11.60	11.38	12.33	12.14	11.29	9.35	11.30
England	7.53	7.72	7.91	8.04	7.88	7.87	9.06	8.56	8.41	7.71	8.32

North Essex faces sustained pressure on housing, with higher mandatory housing targets reflecting long-term demand and placing greater emphasis on ensuring homes are delivered at pace. If delivery fails to keep pace with demand, existing affordability challenges will likely intensify, putting further strain on our residents.

Meanwhile, poor quality housing stock in some localities affects our residents' quality of life. While areas with poorer housing conditions exist across many parts of the region, the proportion of households at risk tend to be more concentrated in our more rural districts. A number of households are also living in fuel poverty, increasing the risk of multiple health problems and exacerbating social isolation. The most at-risk wards are located in Tendring, Maldon and Braintree, where rates of fuel poverty remain stubbornly high.

Wards in North Essex with the highest rates of fuel poverty		
Ward	District	Fuel poverty (%)
National average	N/A	11%
West Clacton and Jaywick Sands	Tendring	62.9%
Pier	Tendring	62.4%
Tillingham	Maldon	53.4%
St James	Tendring	53.1%
St Osyth	Tendring	50.4%
Tollesbury	Maldon	50.2%
Harwich & Kingsway	Tendring	49.8%
Yeldham	Braintree	45.0%
Maldon North	Maldon	42.8%
Walton	Tendring	41.3%

The number of homes at risk of coastal, river and surface water flooding is rising. Over 75,000 North Essex homes are now at risk of surface water flooding alone, which is set to continue increasing with urbanisation bringing more 'grey surfaces'. Harlow, Epping Forest and Chelmsford are most vulnerable to surface water flooding, with 17,154, 13,591 and 11,271 homes at risk respectively. Coastal flooding is also an ever-present risk, especially in Tendring. Without further intervention, over 4,500 homes in the district will be at coastal flood risk in the long-term (by 2105), while over 2,400 will be at risk by 2055.

With three emerging Garden Communities, NEC partners are already seeking to tackle this challenge head on. We will continue to work as planning authorities and with neighbouring authorities to ensure a strong and steady supply of high-quality, affordable and healthy

homes. At the same time, North Essex will continue to drive the retrofit of its existing housing stock and invest in nature-based flood mitigation to reduce health and financial inequalities and ensure communities across the region benefit from future growth.

### **Infrastructure and connectivity**

Our key transport corridors – including the A12, A120, M11 and our rail lines – are under significant strain, with congestion and poor journey reliability hampering growth. Many local roads, junctions and connections to rail hubs also require upgrades to support planned housing and employment development. The infrastructure-first model being piloted across our garden settlement provides a blueprint for future progress, but significant investment is urgently needed now to tackle the current infrastructure delivery lag and enable us to continue to unlock major sites.

Whilst large parts of North Essex are served by strong rail links, capacity and reliability continue to constrain growth. Our lines face bottlenecks and peak-hour crowding, which is set to be exacerbated by new, large-scale developments. The new Beaulieu Park Station will be essential for addressing constraints at Chelmsford; however, investment in existing and new infrastructure will be key for enhancing wider sustainable connectivity around the region and between North Essex and its neighbouring areas.

Targeted support and investment in our branch lines are vital to ensure coastal and rural communities – often isolated despite their proximity to growth hubs – can access emerging opportunities across North Essex. Many coastal and rural communities currently face barriers to travelling by rail due to the high cost, infrequent service and long, slow journeys.

Our electricity grid faces issues with both capacity and resilience. As heat and transport electrify and industrial growth intensifies, this will place significant additional demands on electricity distribution networks. When a site electrifies, it may require upgrades or a new connection to the electricity distribution network, which, in some cases, can take up to ten years. Support to enable investment in the network and connections to come forward in a timely manner will be vital to ensuring North Essex can realise its potential.

Furthermore, all infrastructure — whether new or existing — is vulnerable to the impacts of climate change, including overheating, extreme weather events, flooding and subsidence. Critical infrastructure outages can trigger cascading impacts, particularly when electricity supply is affected. This vulnerability is set to increase as housing and transport decarbonisation efforts accelerate. Consequently, North Essex is committed to designing, constructing and maintaining infrastructure in a way that maximises our resilience for our residents and businesses.

### **A skilled workforce**

Despite low unemployment across most of North Essex, economic inactivity is rising across several districts. 24.6% of working age residents are currently economically inactive, compared to a national average of 21.3%. Furthermore, skills levels vary widely, with 18.4% of adults not holding any qualifications. This places North Essex just above the national average of 18.2% and limits access to highly paid, future-proof roles. Our high growth sectors – including construction, engineering and clean energy – also report consistent recruitment challenges and skills gaps, significantly constraining their growth.

Leveraging the Greater Essex LSIP and subsequent new partnerships between local authorities, training providers and employers will be essential for developing a coherent skills pipeline and improving access to training and re-skilling opportunities.

### **Protecting our natural advantage**

Our natural environment is one of our greatest assets, driving tourism and placing us at the heart of the Government's clean energy mission. Destinations such as the Dedham Vale Area of Outstanding Natural Beauty, Mersea Island and Tendring's Sunshine Coast attract thousands of visitors per year. Our extensive coastline also underpins North Essex's significant renewable energy potential, with Freeport East playing a central role in the construction and servicing of offshore wind.

Despite being drivers of growth, our natural assets also make us more vulnerable to the impacts of climate change. Our coastal and river areas, for example, are already facing increased risk of flooding as a result of rising sea levels, while hotter, dryer summers are impacting our agricultural sector. Water supply and wastewater capacity are cause for concern in areas with some of the highest growth potential, while limited grid capacity is already constraining new developments across the region. It is essential that energy security and climate resilience are embedded into major developments and investment decisions moving forward. This will ensure our economy is sustainable in the medium to long term while strengthening the preparedness of our businesses and communities as the climate continues to change and extreme weather events become more frequent.

### **Our mission**

*“Creating a more productive, better-connected and more resilient North Essex where everyone can thrive.”*

Our mission reflects our ambition to deliver growth at an unprecedented scale, while ensuring this transformation delivers prosperity for all and enhances our unique character and assets. It is underpinned by four core outcomes, designed to accelerate long-term growth, innovation and collaboration. In achieving these outcomes, these priorities also contribute directly to the wider determinants of health for the region, recognising that better-quality housing, meaningful employment, affordable transport and a clean environment are among the most effective levers for reducing health inequalities.

### **Outcome 1: A more productive North Essex**

North Essex has the space, skills and potential to power growth for the wider East of England. With engines of innovation and commerce in areas such as Chelmsford, Harlow and Colchester, we are committed to unlocking further potential by delivering the homes, employment land and business support needed to deliver sustainable growth, without compromising the region’s climate resilience.

Delivering the homes our residents need is at the centre of our growth ambitions. We must ensure that healthy, future-proof new homes are delivered in tandem with high-quality jobs for local residents and the infrastructure needed to provide resilience and long-term growth. Ramping up our inward investment efforts will help to create more high-quality jobs, alongside modern infrastructure and new opportunities for local supply chains.

North Essex has many strengths in a range of high-value sectors. Through targeted interventions and partnerships, we will drive further growth in these sectors of the future, while enabling our SMEs to innovate, scale up and create new jobs.

A critical element of our productivity agenda is ensuring that businesses have the right accommodation to start, grow or relocate. Scaling up efforts to support a mix of flexible workspaces, industrial premises, innovation centres and more remains at the heart of our ambition, helping to attract high-growth businesses to the region, and ensuring that businesses that start here can grow and achieve their full potential here.

At the same time, we will work with employers and training providers, through new LSIP networks, to equip our residents with the skills required for the jobs of the future. This will ensure that local growth translates to opportunity for local residents, with a dual focus on those entering the workforce for the first time and lifelong learning opportunities for adults to adapt and progress throughout their careers. These opportunities will support better health outcomes, recognising that secure jobs are one of the most influential wider determinants of health and drivers of a better quality of life.

### **Outcome 2: A better-connected North Essex**

Connectivity – physical and digital – is the foundation of growth. Our roads, railways, ports, airports, digital infrastructure and electricity distribution network are the economic pillars of our region, making our economy more productive and leading to a better quality of life for those who live here. Better connectivity also widens access to employment, education,

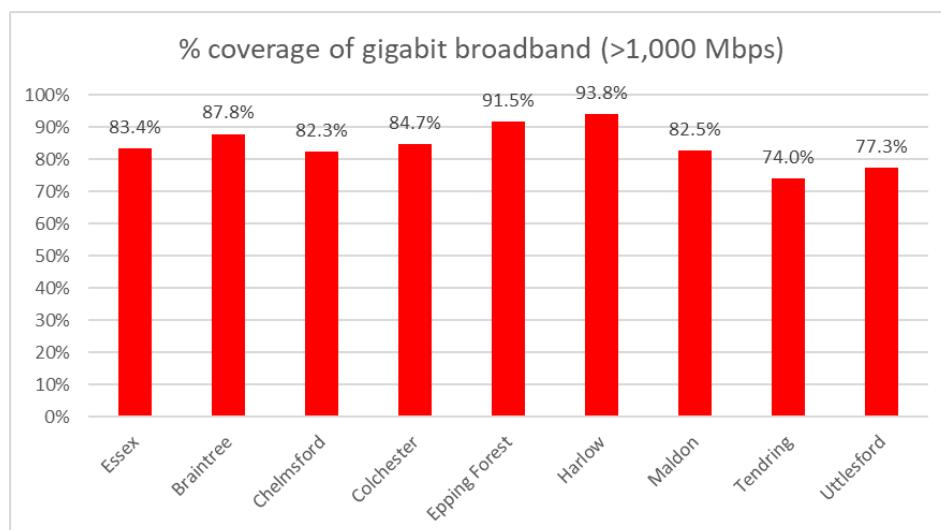


healthcare and green spaces, all of which are essential wider determinants of health. Despite our strategic location at the heart of several nationally significant transport corridors, many of our communities remain underserved or face barriers around reliability, affordability, journey times and integration.

Our ambition is to secure long-term investment in infrastructure and transport networks that unlock new development, improve quality of life, facilitate smoother business and freight journeys, support modal shift and ultimately enhance the resilience of our economy. From progressing upgrades to our key networks to ensuring strategic growth is aligned with sustainable mobility, we will work with Government, operators and other national and regional partners to deliver transformative change to the movement of people and goods around North Essex.

To deliver inclusive growth for all of our communities, our residents need transport that is affordable, reliable and joined-up, with shorter journey times to reduce isolation. This is particularly important in our rural and coastal areas where travel options can be more limited. In addition to increasing the use of public transport, we also need to encourage active travel, with safe and accessible walking and cycling infrastructure acting as appealing alternatives to private vehicles.

Digital connectivity is equally as critical. Too many of our towns and villages — especially those in coastal and rural areas — lack access to superfast broadband, Gigabit and 5G. Tendring, Uttlesford, Chelmsford and Maldon, for example, all fall behind the Essex average of 83.4% Gigabit coverage, which lags substantially behind the UK average of 88%. This challenge significantly constrains growth and innovation while exacerbating isolation. By simultaneously tackling connectivity and digital exclusion we will ensure no part of North Essex is left behind on our growth journey, while also attracting new, innovative businesses to the region.



Increased demand for electricity is set to put rising pressure on the distribution network, which threatens to significantly constrain North Essex's growth potential. Working with partners in Government and the energy sector will be essential to strengthen the networks in order to meet increasing demand in the long term and enable critical investment in network capacity ahead of need.

### Outcome 3: A more resilient North Essex

To future-proof our growth, we must prioritise environmental, economic and social resilience. This means securing energy and water supplies, delivering healthy and energy efficient homes, investing in nature-based flood mitigation and building communities that can adapt and thrive in the face of future challenges. A resilient environment underpins resilient communities, with clean air and secure energy and water all contributing directly to population health.

Meeting this challenge will require a step-change in green skills delivery. Demand for skills in Essex's green industries — from clean energy and sustainable construction to retrofit and low-carbon infrastructure — is set to rise by more than 90% by 2030. With three Garden Communities, a Freeport, a growing airport, significant new transport infrastructure needs and multiple clean energy NSIPs, the scale of need in North Essex will only increase further with future generations. We must respond with targeted interventions, embedding green skills in our lifelong learning approach, aligning delivery with the needs of business and supporting reskilling in essential foundational sectors, such as construction and logistics. Without this pipeline, North Essex's resilience ambitions cannot be delivered at pace or scale.

We will work with partners and national bodies to secure affordable energy solutions that reduce our dependency on finite resources, while helping to insulate households and businesses from rising costs. Through local energy generation, smart networks and community-led initiatives, we will strengthen energy resilience at every level, while ensuring our residents benefit from clean growth. This is particularly critical for rural communities, where households may remain reliant on oil for hot water and heating. In Maldon, for example, 19.8% of homes have oil central heating. This figure is 16.3% in Uttlesford, significantly higher than the national average of 5%. Retrofitting existing homes will also be essential for delivering inclusive growth and ensuring North Essex communities benefit from new investment, while improving the health and resilience of the current housing stock. A retrofit programme for North Essex would also drive significant economic growth and create major employment opportunities for the region's construction professionals.

Water is a critical issue for our region, with North Essex already reliant on other parts of the country to supply almost half of its drinking water. Water scarcity is one of the most challenging barriers to future growth, with the majority of new requests for water supply for non-household use (such as new commercial and industrial developments) already being refused. Working with regional and national partners, we must secure long-term water resilience, improve water infrastructure and ensure that growth does not exacerbate existing pressures, recognising that North Essex is unable to achieve its growth ambitions without the water to support them.

This pressure further increases the need to make sure that our housing stock is fit for the future. With emerging Garden Communities, we are already championing healthy and energy efficient homes. NEC partners will ensure that future developments can withstand climate extremes while protecting and enhancing our impressive natural assets and landscapes, recognising their value for resilience, nature, tourism and public health. Importantly, building in resilience does not have to add prohibitive cost. North Essex planning authorities are already committed to embedding climate resilience into Local Plans in line with Essex Design Guide best practice. This approach ensures that energy and water

efficiency measures are not add-ons, but are considered from the outset, maintaining viability while delivering long-term benefits.

Resilience also provides significant opportunities. To enhance our economic resilience, we must support residents into secure, well-paid jobs in growing sectors. Through targeted programmes and interventions, we will build a workforce for North Essex that can adapt and succeed in a changing economy.

#### **Outcome 4: A more inclusive North Essex**

We do not believe in growth for growth's sake – it must benefit everyone across North Essex. Our mission will ensure everyone has access to opportunities and will address deep-rooted disparities across parts of the region. As inclusion and health are inseparable, we believe that reducing deprivation, improving access to opportunity and delivering healthy homes are among the most effective wider determinants of health for closing gaps between communities.

Delivering transformative, place-based regeneration will tackle long-standing deprivation and improve our physical, social and economic environment. Our determined efforts to address long-term economic inactivity will ensure residents benefit from the opportunities generated through these regeneration programmes. Through partnerships with the DWP, local employers, health partners and the voluntary sector, we will provide tailored employability and skills support that helps individuals, businesses and communities to thrive. This includes targeted programmes for young people, initiatives that break down barriers to opportunity and support for adults looking to reskill.

Access to healthy homes that are affordable and energy efficient is a fundamental building block of inclusion. These Growth Priorities will ensure that housing delivery is aligned with local need as the region continues to grow. This document seeks out to ensure that the new homes that are delivered are supported by the accessible, reliable infrastructure upon which our communities depend.

Finally, our inclusivity outcome is inextricably linked with our mission to make North Essex more resilient. Vulnerable households often face the most significant challenges from fuel poverty, flooding, poor air quality, overheating and other climate risks. However, as we move towards local energy generation and a more resilient future for the region, there will be significant opportunities for our communities to benefit from the transition to a cleaner North Essex – not just in the immediate future, but for generations to come.

## Our growth priorities: An introduction

NEC partners have identified a set of priority projects that – if met with significant private and public investment – will create a step-change in delivering long-term, sustainable growth across North Essex.

These projects have been selected as the initiatives with the strongest potential to advance all four of our core outcomes. They are expanded upon later in this document, forming the basis for strategic investment and policy focus in the years ahead. While not an exhaustive list of all the opportunities across North Essex, these projects represent our highest priorities for coordinated investment and the most significant opportunities to deliver transformational change.

These priorities demonstrate North Essex's readiness to contribute to shared Greater Essex ambitions. They provide a clear basis for collaboration through forthcoming Mayoral strategies, including the Local Growth Plan, Strategic Development Strategy, Skills Plan and Local Transport Plan. They also include several initiatives capable of early delivery and quick, tangible impact.

These priorities are future-facing in their ambition and are designed to remain relevant through LGR. By identifying shared priorities for the region now, NEC members are laying the groundwork for coherent, joined-up economic planning that can support stronger, more strategic local leadership in the years ahead.

Delivering these projects in full will unlock inclusive opportunity, help to future-proof North Essex's infrastructure and ensure that our communities become ever more productive, resilient and well-connected. These priorities represent a once-in-a-generation opportunity to reshape the region at scale, to deliver resilience in the face of future pressures and to secure economic outcomes of national significance.

**HOLD FOR TIMELINE VISUAL OF PRIORITIES, CAPTURING SHORT, MEDIUM AND LONG-TERM WINS**

### Growth priority 1: delivering three new Garden Communities

Our three emerging Garden Communities reflect our mission to build a more **resilient** and **inclusive** North Essex, creating healthy homes and neighbourhoods, while supporting long-term growth. These major new settlements — set to create over 45,000 new homes between them — will be supported by early infrastructure, ensuring communities are **well-connected** to opportunities across North Essex and beyond. Their innovative approach to delivering employment space will boost **productivity** across the region, while vibrant community amenities, active travel infrastructure, commitment to sustainable development and plentiful green spaces will improve quality of life for those who live in these new settlements.

### Growth priority 2: Bathside Bay

Bathside Bay represents a unique development opportunity and will unlock further potential at North Essex's Freeport. It will support new port capacity and accelerate **productivity** by

attracting inward investment (with over £250 million already pledged across Freeport East), generating 3,500 high-value jobs and facilitating world-leading innovation in clean energy development that is set to boost the UK's energy **resilience**. Bathside Bay's coastal location supports **inclusive** regeneration in Tendring, while its **connectivity** to Europe presents exciting opportunities for North Essex businesses.

### **Growth priority 3: maximising the benefits of Stansted Airport**

Stansted Airport is a cornerstone of a more **productive** and **better-connected** North Essex. The airport already sees 29.8 million passengers a year and has the ability to increase this to 43 million within existing planning consents. This would generate a further 5,000 new jobs in aviation, technology and logistics and support the growth of innovation clusters around the airport. As the airport continues to utilise more of its capacity, it will also support **inclusive** employment and skills provision through its cutting-edge onsite airport college, while its strategic location – offering strong regional benefits – will continue to attract investment and boost **resilience** through sectoral diversity.

### **Growth priority 4: delivering the new Princess Alexandra Hospital**

A next-generation health campus is planned for the West of the region, set to replace outdated infrastructure and serve growing populations with modern, integrated healthcare services. Investment in Princess Alexandra Hospital supports a more **resilient** and **inclusive** North Essex, directly addressing health outcome inequalities and population pressures. The development will also present new opportunities in health innovation, contributing to a more **productive** economy and creating high-value jobs for North Essex residents.

### **Growth priority 5: A12 widening (Chelmsford to Marks Tey)**

The A12 is one of the most important roads in the East of England, yet current limitations significantly constrain growth in the surrounding areas. Upgrading this key route along one of its busiest stretches underpins our mission to make North Essex more **resilient** and **productive**, facilitating more reliable journeys for businesses and residents. Improving **connectivity** along one of the country's most strategically important routes will also unlock substantial housing developments, whilst supporting significant job growth in Colchester, Chelmsford and beyond.

### **Growth priority 6: A120 dualling (Braintree to the A12)**

Despite being one of North Essex's most strategically important roads and underpinning several major housing and employment developments, the A120 is currently not fit for purpose. Most notably, it is constrained by a stretch of single carriageway between Braintree and the A12 which causes bottlenecks and undermines regional growth. Upgrading this key east-west route will support journeys to and from a range of key locations within North Essex, including but not limited to Harwich International Port, Stansted Airport and urban centres including Braintree and Colchester. It will support **productivity** and **connectivity**, unlocking new housing and economic zones while enhancing **resilience** in our transport network. Improving this key route will also facilitate **inclusive** growth in communities along and close to the A120 by enhancing access to opportunity.

### Growth priority 7: improving junctions 7 and 8 of the M11

Ensuring smoother, more reliable journeys on and off the M11 and easing pressure on this key route will support the **resilience** of our transport network, while improving **connectivity** to Harlow and Gilston Garden Town, Stansted Airport and nearby enterprise zones. Improvements to these strategic junctions have the potential to significantly boost the region's **productivity** by unlocking housing and employment growth, helping to realise Stansted Airport's full potential and supporting the ongoing success of the UKIC.

### Growth priority 8: improving train services from Clacton

Rail enhancements between Clacton and Colchester could double the frequency of trains departing from Clacton to London Liverpool Street (currently only one train per hour). This must be coupled with affordability and efficiency measures to make the train an attractive option for Clacton residents. This project – if coupled with the right investment and partner support – would significantly improve access to opportunity for residents of all ages in some of our most deprived places. In doing so, improved train services would not only better **connect** Clacton to the rest of Essex and London but also support **inclusive** growth and drive increased **productivity** in Tendring and beyond.

### Growth priority 9: Rapid Transit System (RTS) expansion

The RTS currently in development will initially serve Colchester and areas in the immediate vicinity. The first phases will connect major growth areas, including the city centre, University of Essex and Colchester Tendring Borders Garden Community. Providing faster, more regular public transit elsewhere in North Essex — potentially starting with the Tendring peninsula and rolling out to other areas — could provide fast, affordable, reliable **connectivity** to the region's major employment and skills opportunities, significantly increasing local **productivity**. Rapid, dependable and low-cost public transport linked into the RTS could accelerate **inclusive** growth in some of North Essex's most deprived coastal places, providing access to opportunity like never before. Facilitating low-carbon mobility and reducing car dependency, meanwhile, supports energy **resilience** for the long term.

### Growth priority 10: delivering skills for growth

Delivering North Essex's growth ambitions depends on equipping residents with the skills needed to power our future industries and drive a more **productive** economy. By aligning provision with employer demand, improving **connectivity** to training and education and expanding provision in line with national sectoral priorities, we have the opportunity to build a more **resilient** regional economy whereby skills provision meets the needs of current and future jobs. Strengthening our Further and Higher Education offers and ensuring everyone can access high-quality training wherever they live is also imperative for building a more **inclusive** region for the long term.

These flagship projects represent significant opportunities to address North Essex's challenges while building on our many strengths, including our international gateways, ambitious business community and major housing growth. This document will explore each growth priority in turn, demonstrating how targeted investment can unlock long-term, place-based growth across our geography.

## Growth priority 1: delivering three new Garden Communities

North Essex is home to one of the most ambitious programmes of planned growth in the UK. Our three Garden Communities offer a unique opportunity to shape high-quality, sustainable and inclusive places at scale. These long-term developments are not only central to our mission, but also critical for meeting national growth priorities. They are not just about homes, but are also major economic drivers, creating thousands of high-quality jobs across growing sectors. The settlements are also designed with resilience at their core. From water-saving technologies to net-zero development standards, these new developments are future proofed to protect communities against climate shocks and rising energy bills.

### An unparalleled growth opportunity

Our three Garden Communities are:

- **Tendring Colchester Borders Garden Community (TCBGC):** a flagship development, providing up to 7,500 new homes, with delivery set to commence in 2027. Alongside major employment space and ambitions to deliver a Sustainable Skills centre, a new RTS is also planned for Colchester to support the community.
- **Harlow and Gilston Garden Town (HGGT):** a cross-boundary development, set to deliver over 21,000 homes in Harlow, Epping Forest and East Hertfordshire. The Garden Town will support the regeneration of Harlow town centre, attract investment and unlock critical east-west connectivity, anchored by the success of the UKIC. It will also be home to the new UK Health Security Agency (UKHSA) campus.
- **North-East Chelmsford Garden Community:** the delivery of around 10,000 new homes to the North-East of Chelmsford will build upon the success of the award-winning Beaulieu and Channels neighbourhoods, significantly expanding the city.

### National and regional impact

More than just housing schemes, North Essex's Garden Communities are key drivers of the region's economic competitiveness, with the potential to deliver tens of thousands of jobs between them. They are backed by strong collaboration at local, regional and national levels and directly support Government ambitions across housing delivery, inclusive growth and climate resilience. When it comes to water resilience, for example, North Essex's Garden Communities are designed to prioritise water saving, supply and reuse, alongside integrated flood management and mitigation solutions, with standards for new homes that could reduce average water consumption from 152 litres per person per day to just 85.

#### *Tendring Colchester Borders Garden Community*

In addition to 7,500 high-quality homes and 2,000 purpose-built student units, the development will provide 25 hectares of employment land and 7,500 jobs, including at a new business park and high-value knowledge-based employment sites. With its innovative approach to growth, TCBGC has a total scheme value of £6.5 billion, underpinned by £500 million in infrastructure investments, making it one of the most valuable and transformative development opportunities in the region.

Forward investment in key infrastructure means Phase 1 of the A133 Link Road is already underway, connecting the site to key movement corridors. Sections A, B and C of the

Colchester RTS are also near completion, providing affordable, reliable and efficient public transport and embedding sustainable travel choices from the outset. To complement and make best use of the RTS, a 650-space Park and Choose facility is proposed adjacent to the University of Essex. Unlike a conventional Park and Ride, the Park and Choose will provide a hub from which residents can take sustainable modes of transport to access Colchester's employment, skills, leisure and onward-travel opportunities. This includes connecting to the RTS, walking or cycling to access opportunities within the new development.

Impressive community infrastructure will include up to five new primary schools and one new secondary school. Delivering to Garden Community net zero standards and providing exceptional water efficiency measures will create a blueprint for climate resilience. Over 50% of the site is allocated to open space and multifunctional green and blue infrastructure, including a new country parks, waterways and other green spaces. Together with a minimum commitment to 10% biodiversity net gain (BNG), this will support active travel, access to nature and help to boost the physical and mental wellbeing of residents.

A highlight of the new development will be the Sustainable Skills Innovation Centre, currently proposed to come forward as Part 1 of TCBGC. This facility has the potential to equip local residents with the skills needed for the construction of the new Garden Community and for the wider economy. Based on the current designs, the facility will be capable of hosting 700 learners and 40 staff. Accommodation will comprise of 900 square meters of modern workshop spaces and an innovation hub, supporting a curriculum spanning apprenticeships, T Levels (vocational qualifications that are equivalent to three A Levels), higher-level courses and other flexible programmes.

There is also potential for TCBGC to anchor a new AI Growth Zone. Proposed to span part of the Garden Community and closely tied to the University of Essex and Freeport East, the North Essex AI Growth Zone could position the region at the forefront of the national digital and clean energy economy. Backed by Government policy to accelerate AI Infrastructure, the Zone offers over 100 acres of development-ready land, 3GW+ of clean energy capacity and over 150MW of AI-ready data centre infrastructure, alongside the UK's first 'AI-by-design' future living testbed. It has the potential to support 30,000 jobs and deliver £1.8bn in annual GVA while harnessing the University's 200+ strong AI research community. Crucially, partners are committed to prioritising sustainability in delivery, including transparency in water and energy reporting and exploring innovations such as waterless cooling systems. This approach will ensure that the proposed AI Growth Zone strengthens — rather than compromises — the long-term resilience of North Essex.

#### *Harlow and Gilston Garden Town*

With over 21,000 homes planned from 2025 across four Garden Communities and the urban area of Harlow, HGGT presents an opportunity to deliver housing at vast scale. With £6 billion in economic impact expected from delivery, HGGT also promises to support the regeneration of one of North Essex's most strategically located towns.

25ha of new employment land, including allocations within the Harlow Enterprise Zone and the relocation of the UK Health Security Agency (UKHSA) to the town, will support Harlow's evolution as a regional hub for innovation, health, MedTech and advanced manufacturing. These sites in Harlow, Epping Forest and Gilston (in East Hertfordshire) are set to deliver 12,000 jobs and strengthen the role of the growing UKIC.



HGGT's approach to infrastructure-led growth is underpinned by investment to deliver the new Junction 7a of the M11 (completed in 2022), as well as improving access to the town and surrounding growth corridors. A series of interconnected sustainable transport corridors is also being developed to connect new and existing communities to economic and social opportunities, prioritising modal shift from the outset. The timely delivery of these sustainable transport corridors, however, is critical. Current planning determinations are contingent on their progress and, without them, the full benefits of HGGT will not be realised.

The delivery of new primary and secondary schools, as well as healthcare facilities — including a new health campus (see Princess Alexandra Hospital chapter) — are integrated into plans, ensuring local services grow alongside housing delivery. Harlow will also be the focus of regeneration plans, with new leisure and civic infrastructure and cultural assets set to transform the town centre. Meanwhile, the integration of nature-based flood mitigation and green spaces will deliver improved health outcomes while enhancing the resilience of the Garden Town. Alongside highway and public realm improvements, this development is set to deliver over £1 billion in improved infrastructure for Harlow, Gilston and nearby communities.

### *North-East Chelmsford Garden Community*

The NE Chelmsford Garden Community will build on Chelmsford's strength as an extraordinarily fast-growing and economically dynamic city. Alongside over 10,000 new homes, 16.4 hectares of employment land will provide 10,000 new jobs, with a focus on high-value, knowledge-intensive sectors and green industries. Over 3,000 homes have already been built alongside a new secondary school, two primary schools, a neighbourhood centre, healthcare and community facilities, all set within an exemplar open space network.

With a total scheme value of £3.19 billion, the NE Chelmsford Garden Community is underpinned by £700 million worth of new infrastructure investment, including the first section of the Chelmsford North-East Bypass and a new rail station. Beaulieu Park Station, the first new station on the Great Eastern Mainline in over 100 years, will facilitate smooth, sustainable regional and London-bound connectivity, unlocking growth across Chelmsford and beyond. Further modal shift interventions include the expansion of the current Rapid Bus Transit for NE Chelmsford, which will connect new neighbourhoods to the existing Chelmer Valley Park and Ride and new Beaulieu Park Station.

Over 50% of the development will be dedicated to green space, while a focus on walkability and low-carbon travel will support healthier active lifestyles with new phases providing 20% biodiversity net gain. A further new secondary school and four new primary schools are planned, ensuring access to high-quality education within walking distance and supporting inclusive growth from day one.

### **Optimising our unrivalled growth**

Despite their scale and strategic positioning, each of the North Essex Garden Communities faces delivery barriers that risk delaying or diluting their benefits.

Primarily, key enabling infrastructure remains unfunded or delayed, impacting the pace of delivery. This includes important transport routes, education, digital networks and utilities. Without addressing these barriers, we risk compromising the scale, pace and environmental quality of housing delivery, constraining economic growth, reducing the number of new jobs

and missing a generational opportunity to transform North Essex and the wider East of England region.

Tackling these challenges can only be achieved through stronger, cross-system collaboration between councils, developers, infrastructure providers, Homes England and other Government departments. Greater Essex requires a clear strategic framework for bringing partners together to align planning, funding and delivery, which should also embed mechanisms for learning from past large-scale developments. Only through coordinated partnership working can we accelerate delivery, unlock investment and ensure that these Garden Communities deliver on their full potential for tens of thousands of new homes and jobs.

- **A1331 Link Road, Phase 2:** this is the single most critical transport intervention for TCBGC. Timely investment will accelerate the delivery of this route, essential for providing efficient connectivity for TCBGC residents. It also presents an opportunity to increase the pace of housing delivery.
- **Sustainable Skills Innovation Centre at TCBGC:** the timely securing and aligning of capital funding with S106 contributions will be essential if the college facility is to be delivered as part of Phase 1 of TCBGC. Support from the incoming Mayor of Greater Essex could help ensure all necessary funding is secured in the first TCBGC development phase, make certain that the site is ready for construction and help to attract private sector investment to further underpin TCBGC's skills and employability ambitions.
- **Park and Choose facility:** repayable grant support for the £6 million Park and Choose facility for the TCBGC would unlock delivery, ease developer cashflow and reduce viability pressures across the wider scheme. Mayoral intervention could bring this infrastructure forward sooner, supporting sustainable transport provision from the outset of the community's development.
- **North Essex AI Growth Zone:** swift Government approvals for the zone and Mayoral leadership of its delivery will ensure North Essex sees active benefits for local businesses and communities, not just passive capacity.
- **Further investment into the HGGT Rolling Infrastructure Fund:** this fund underpins the delivery of critical transport interventions across the HGGT area, with a particular focus on sustainable transport. Additional support would enable the timely construction of a much-needed vehicle crossing over the River Stort. It would also facilitate the creation of strategic north-south and east-west sustainable transport corridors that would deliver a new bus system and network of high-quality cycleways and footpaths, enabling a step change in modal shift. While developer contributions are already helping to fund critical infrastructure, further grant funding is essential to ensure transport infrastructure keeps pace with housing growth and maximises the benefits of planned development. Without investment in transport interventions that secure modal shift, the highway network in and around HGGT will not have the capacity to accommodate growth at the planned scale.
- **A12 Junction 19 Boreham Interchange:** critical investment to provide strategic capacity improvements would support the development of a proposed second 4,500-home garden community to the East of Chelmsford. Full improvements would also increase housing capacity at the NE Chelmsford Garden Community by a further 2,500 new homes.

North Essex's Garden Communities represent an opportunity to deliver nationally significant housing, infrastructure and economic growth in tandem and at scale. With the right partnership arrangements and targeted investment in enabling infrastructure, we have the potential to accelerate delivery, unlock billions in economic value and create new blueprints for resilient and inclusive placemaking across the East of England and beyond.

North Essex partners urge the incoming Mayor to support the successful delivery of the three Garden Communities through prioritised packages in their Local Growth Plan and Spatial Development Strategy. The Mayoral Investment Fund could also be invaluable in bridging early viability gaps and accelerating critical transport interventions.

## **Growth priority 2: Bathside Bay**

Bathside Bay offers a once-in-a-generation opportunity to position North Essex as a driving force in the UK's clean energy economy. Located within the Freeport East Industrial Zone and backed by national tax incentives, Bathside Bay is uniquely placed to unlock scalable green growth, supporting thousands of high-quality jobs, driving inclusive growth in coastal communities and facilitating energy resilience through offshore wind supply chain leadership.

As clean energy, logistics and technology become ever more interlinked, Bathside Bay also presents opportunities to create synergies with wider North Essex ambitions, particularly in AI and digital innovation thanks to the strong digital clusters anchored around the University of Essex in Colchester. The development offers a direct bridge to the Government's clean energy mission and port infrastructure ambitions under the Modern Industrial Strategy and the Clean Power 2030 Action Plan, helping to deliver against national objectives for energy security and low-carbon maritime growth.

### **A global gateway for clean growth**

Bathside Bay is a 122-hectare development site at Harwich. It sits within the Freeport East Industrial Zone, which covers over one thousand square kilometres across Essex and Suffolk. This includes the Port of Felixstowe, Harwich International Port and Gateway 14 (Stowmarket). Freeport East's vision — in line with the Government's Modern Industrial Strategy — is to become a hub for growth in key sectors, including Clean Energy Industries, Advanced Manufacturing, Digital Technologies and Ports and Logistics. These are underpinned by an emphasis on innovation that will attract new investment and high-quality jobs.

Its Skills and Employment Plan commits Freeport East to maximising labour market opportunities for local residents (especially those furthest from the labour market). Its Green Freight Corridor partnership, meanwhile, pledges to decarbonise the transport networks that stretch from the Freeport to its local, regional and international destinations.

Bathside Bay is primed to become a green energy hub that also supports a longer-term use case for its container handling terminal. Harwich International Port already supports and attracts a wide range of offshore wind activities and, in recent years, has also attracted new investors in green hydrogen and sustainable aviation fuels. The new development is led by one of the world's leading port investors, Hutchinson Ports, and supported by Freeport East and other local partners.

Bathside Bay will create a new deep-water, heavy-duty quay to support offshore wind and clean energy projects with associated marshalling and capability to stimulate innovation and manufacturing clusters for clean energy. There are few comparable facilities elsewhere in the UK and Bathside Bay is one of only a handful of new developments with full planning consents in place. As such, Freeport East is uniquely positioned as a logistics and innovations hub, poised to support the UK's offshore wind delivery ambitions alongside a wider range of clean energy projects and activities, encompassing clean fuels and nuclear.

### **Delivering infrastructure, jobs and innovation**

Bathside Bay forms part of the broader Freeport-wide programme expected to generate £5.5 billion in GVA over the next decade, with Bathside Bay contributing significantly through the

provision of 122 hectares of employment land. This includes over 100,000 square metres of new industrial and office space, alongside a new dedicated Innovation Hub to support the growth of clean energy SMEs.

Bathside Bay offers scalable capacity for both fixed and floating offshore wind construction and manufacturing, as well as new capacity to support other projects in the nuclear, grid and clean fuels sectors. With sheltered and direct sea access, the site is well-positioned to support national offshore wind deployment targets, driving innovation, lowering costs and strengthening the domestic supply chain. In doing so, Bathside Bay will unlock essential infrastructure, enhancing energy resilience and security across the East of England and the UK.

Alongside its economic value, Bathside Bay will also see significant improvements to the local environment. The development includes the creation of a 117-hectare wildlife sanctuary, making it one of the largest green infrastructure schemes in the Freeport East programme. Bathside Bay also unlocks important active travel benefits, with new pedestrian and cycle infrastructure planned to connect the site to Harwich town centre and nearby rail stations, reducing car reliance and opening access to existing and future employment opportunities at Freeport East.

Freeport tax incentives enhance the site's investment offer, including 0% National Insurance for new hires, 100% business rate relief for the first five years of business occupation and stamp duty exemptions. These incentives are available until September 2031 (with relief continuing to 2036). The site also operates under a bespoke customs model, which removes import and export duties for value-added assembly and manufacturing. This reduces friction and increases efficiency for international trade, helping bolster the region's ability to export to foreign markets.

The development is shaped by a clear commitment to innovation, with the newly opened Harwich Innovation Hub, a flexible workspace for businesses in growth sectors that align with the Freeport's ambitions, such as clean energy, maritime and digital technologies. Located in the heart of the port and industry area of Harwich, the hub provides space for businesses to collaborate, grow and access training opportunities. Freeport East is also exploring the development of smaller-scale manufacturing spaces in Harwich, which are in strong demand from offshore wind supply chains and across other sectors.

These developments form a key part of the emerging Harwich Innovation District – a broader strategy to drive economic development and innovation across the wider Tendring area. Working with partners such as the University of Essex and Harwich Haven Authority, Freeport East has identified a number of local clusters across key sectors to attract new inward investment to the area. The success of attracting Australia-based hydrogen storage experts, Rux Energy, to set up in Harwich and commitment from Firefly Green Fuels to produce Sustainable Aviation Fuels (SAF) at the Haltermann Carless Refinery are examples of what this work can achieve. It also demonstrates the opportunity to capture more of the global value chain in growing sectors that align with the Modern Industrial Strategy's priority sectors (the IS-8).

Job creation is a core element of the site's impact. Bathside Bay will support up to 3,500 high-quality jobs and act as a catalyst for unlocking adjacent sites that have the potential to deliver a further 3,000 roles. Over half of these jobs are anticipated to be in the clean energy sector, representing a significant step-change toward delivering a skilled, future-facing

workforce and inclusive growth in one of England's 10% most deprived communities. Freeport East already has a proven track record in supporting economically inactive individuals into full-time employment. Its partnership with Road to Logistics in Felixstowe, for example, provided holistic support to help benefit claimants and ex-offenders into sustainable employment in the logistics sector.

The potential to tackle long-standing inequalities and boost household incomes is stark, especially if coupled with the right employability support and pathways for local residents to benefit. This will require coordinated collaboration with colleges, schools, FE and HE providers and skills hubs to not only deliver a strong talent pipeline for the Freeport, but also to ensure residents can access and thrive in emerging sectors.

### **Realising Bathside Bay's potential**

Whilst the site's strategic case is robust, significant public investment is required to fully unlock Bathside Bay's economic, environmental and social potential. This is principally due to the challenge for offshore wind developers to make long-term commitments to support port investments. This, in turn, makes long-term capital investment in the port challenging for private investors. In practice, only Government has the strategic policy oversight and market levers to provide the certainty required, alongside the support of local stakeholders.

Although Bathside Bay is consented and investor interest is strong, there remains the need for a longer-term, Government-led support mechanism that would enable the private sector to invest with confidence. Local authorities in the area, together with private partners, have already committed tens of millions of pounds to land assembly, early infrastructure and innovation assets, demonstrating strong local leadership and private sector backing. The catalytic power of Government investment, however, is needed to accelerate the development, provide certainty and thus crowd in further private capital.

Significant investment is required in a package of complementary interventions that go beyond core infrastructure to ensure Bathside Bay contributes to inclusive growth and local resilience. Investment in improved active travel and bus services, alongside integration with the North Essex RTS, would better link Clacton, Jaywick and the wider North Essex geography with high-quality jobs at Bathside Bay and beyond, linking some of England's most deprived coastal communities to new and existing employment opportunities. NEC member councils have a strong track record of planning and delivering sustainable transport corridors to support new growth and are committed to applying this expertise to Bathside Bay. Crucially, the A120 dualling between Braintree and the A12 will underpin these transport interventions and will be essential for unlocking Bathside Bay's full potential. Current limitations constrain the wider port, but improvements could provide a stronger freight and workforce corridor to maximise productivity, boost supply chain resilience and ensure residents can access new employment and skills opportunities.

The skills plan for Bathside Bay is already well developed, with partners investing in training provision, employer engagement and SME support to ensure a strong talent pipeline. The Harwich Energy Skills Centre — established through collaboration between NEC local authorities and FE providers — is already operational. It has proven to be a strong foundation for scaling up critical green skills delivery and is well-positioned to cater for the anticipated increase in clean energy jobs at Bathside Bay and wider East of England region. Capital investment to expand the centre, however, would provide additional opportunities for local upskilling, creating a larger, more resilient local talent pipeline for the site. The centre

has the potential to become a regional anchor for green skills delivery, supporting both the regeneration of Harwich and the surrounding areas as well as the wider ambition of Freeport East to transform the UK's clean energy sector.

To attract and retain skilled workers, there is also a need for investment in high-quality housing and public realm improvements in Harwich and Dovercourt. Greater public sector intervention in land assembly and bringing forward stalled sites, in collaboration with Freeport East, will be a key mechanism for accelerating local regeneration. This will help rebrand the area as a dynamic and liveable coastal economy and an attractive destination for talent, families and innovators. It will also harness the locality's significant tourism potential as an area already steeped in rich history and boasting already-popular coastal attractions. These include the Mayflower Heritage Centre, the Napoleonic Redoubt Ford and a number of classic pleasure piers, such as the Victorian Ha'penny Pier.

Finally, a dedicated permanent innovation centre, focussed on clean energy and maritime technologies, is needed to anchor Freeport East's R&D potential. A purpose-built home for scaling up innovation activity would not only support business growth but also embed Bathside Bay as a national hub for clean, resilient growth. The existing hub has been made possible with significant investment from Freeport East and Tendring District Council, alongside support from the voluntary and community sector. Building on these strong foundations would anchor Bathside Bay as a national hub for clean energy that is able to deliver for national productivity, innovation and energy ambitions.

Strategic investment in Bathside Bay offers a unique opportunity to drive inclusive growth and job opportunities in one of England's most deprived coastal communities whilst simultaneously delivering against national ambitions around innovation, decarbonisation, global trade and productivity. Given its national strategic value, North Essex partners ask the Mayor to prioritise Bathside Bay in the Local Growth Plan. Mayoral borrowing powers could also help to provide catalytic capital to de-risk private investment and accelerate the delivery of this transformational infrastructure. Equally as important will be the Mayor's convening power and their ability to bring together local authorities, Government agencies and the private sector across Essex and Suffolk to align planning, infrastructure and investment decisions. This leadership will be essential to overcome fragmented governance and ensure Bathside Bay realises its potential of becoming a regional growth engine.

### **Growth priority 3: Maximising the benefits of Stansted Airport**

Stansted Airport is a strategic national asset – the UK's fourth-busiest airport, a vital trade and freight hub and the largest single-site employer in the East of England. With the capacity to serve up to 43 million passengers per year and major investment already flowing, Stansted is one of the clearest and most immediate large scale growth opportunities in North Essex. Manchester Airport Group (MAG) has already invested £1.1 billion to extend the existing terminal by a third (16,500m<sup>2</sup>), deliver a 14.3 megawatt on-site solar farm and improve the wider airport estate, including an airfield taxiway upgrade.

#### **Powering national prosperity and international connectivity**

Stansted already plays a critical role in the UK's aviation and economic infrastructure. In 2024, the airport served 29.8 million passengers and handled over 307,600 tonnes of cargo. These figures secured Stansted its status as the fourth-busiest passenger airport and third-busiest cargo airport in the UK.

Offering direct access to around 200 destinations across Europe and beyond, the airport is a vital travel hub and has seen significant growth since being acquired by MAG in 2013. This includes an annual passenger volume increase of more than 60%, an £80 million terminal redevelopment completed in 2020, substantial sustainability investments to achieve Level 3+ carbon neutrality and improved connectivity with upgrades to the Stansted Express rail service.

As the largest single-site employer in the East of England, the airport is also a key employment anchor for the region, providing jobs for over 12,000 on-site employees. Adjacent to the airport, the 150-acre Stansted Airport Business Park is expected to create a further 2,000 long-term career opportunities, deepening the employment and skills base in the surrounding area.

Helping to provide the future talent pipeline for these emerging opportunities is Stansted Airport College, the UK's only on-site aviation college and a proven model of employer-led learning. Part of the Harlow College Group, the college offers tailored training and career pathways in aviation, engineering and airport operations. 85% of its students progress directly into jobs at the airport, while demand for places at the college consistently exceeds capacity, resulting in the temporary lease of additional space to boost capacity. This success and demand cements Stansted's position, not only as a global gateway, but also as a growth engine for local talent and a cornerstone of West Essex's strong skills offer, complementing impressive sustainable and logistics skills provision at the college's Harlow campus.

#### **Growing Stansted's global potential**

Expanding Stansted's passenger capacity is one of the most deliverable and high-value growth opportunities in the East of England. The airport saw a record 29.8 million passengers in 2024 and, within existing consents, has the ability to increase this further to 43 million.

As well as reducing pressure on other over-capacity airports in and around London, consented Stansted expansion will strengthen the UK's international connectivity and unlock £2.25 billion in GVA by 2034. The construction phase alone is expected to create 150 jobs



over a 10-month build period, while long-term operations will support 5,000 additional new roles across the airport.

Expansion within the current consented plans will also accelerate growth in the airport's cargo capacity, with Stansted strategically positioned to support the UK's growing logistics and export economy and facilitate faster, more affordable access to global markets for businesses in London and the East of England. Already a gateway for high-value air cargo, Stansted has a unique opportunity to secure its position as an essential link for internationally focussed businesses in innovation clusters across the East of England. This includes highly innovative businesses across the nearby Harlow Innovation Park, Chesterford Research Park and wider UKIC. This will allow Stansted to build on its strong export track record, already centring around nationally significant industries.

Top Stansted Airport exports (July 2025)	
Product	Value
Gas turbines	£208m
Aircraft parts for spacecraft, UAVs and ground equipment	£73m
Vaccines, blood, antisera, toxins and cultures	£49.3m
Orthopedic appliances	£28.9m
Telephones	£25.4m

### Maximising impact through coordinated effort

Stansted already plays a critical role in supporting the national economy by connecting UK businesses to global markets, easing pressure on other, more constrained airports in and around London and creating tens of thousands of jobs across the East of England. The airport already aligns with national infrastructure priorities and the Industrial Strategy's goals to modernise transport, unlock regional productivity and decarbonise aviation hubs.

To realise the airport's full potential, targeted and coordinated public and private support are essential. Stansted is difficult to reach via public transport for much of Essex, which limits access to employment, training and travel opportunities. There is an urgent need for Network Rail to update its West Anglia Main Line (WAML) study to better understand the long-term challenges and opportunities for the line and how it can better support Stansted (and wider West Essex) growth. It is also critical that the Greater Essex MCCA reflects access to the airport in its Local Transport Plan, ensuring that local residents benefit from improved job opportunities and infrastructure. As well as train line enhancements, the Plan must feature improvements to M11 Junction 8, where bottlenecks are limiting airport productivity and resulting in unreliable journey times to the airport for employees, passengers, freight and Stansted Airport College students.

Meanwhile, Phase 2 expansion plans for Stansted Airport College would raise capacity from 600 learners to over 900. This expansion would help to bolster the airport's response to the growing gap in aircraft maintenance technician capacity in the UK's aviation sector, which results in many airlines outsourcing aircraft maintenance to companies based abroad. Further information about, and requirements for, Phase 2 expansion can be found in the 'Delivering Skills for Growth' chapter.

Support is also needed to grow the innovation ecosystem around the airport, including R&D in cleaner aviation, skills partnerships with nearby FE and HE institutions and links to the wider Freeport East growth cluster. These interventions will generate high-value employment, attract unparalleled inward investment, reinforce Stansted's role in climate

mitigation and embed the airport more firmly within the UK's emerging network of regional innovation clusters.

Stansted is already delivering for the UK, powering growth, productivity and international connectivity from the heart of the East of England. With the right enabling investment in infrastructure, skills and innovation, the airport can continue to grow within consented plans, delivering even more for the national economy and strengthening the UK's competitive edge.

To secure the airport's skills pipeline and maximise Stansted's economic potential, we ask the Mayor of Greater Essex to recognise the airport's needs in its Local Transport Plan, Spatial Development Strategy and Local Growth Plan. Allocating funding could significantly improve the delivery of access improvements (such as Junction 8 of the M11) and support wider airport infrastructure. As well as reflecting Stansted Airport College's expansion in their skills strategy, the Mayor should also seek additional capacity support and clarity from the DfE on loan funding frameworks for colleges in order to unlock the expansion plans for Phase 2. This will help the college to meet oversubscribed demand and continue to develop the skills offer in West Essex.

## **Growth priority 4: Delivering the new Princess Alexandra Hospital**

The delivery of the new Princess Alexandra Hospital (PAH) in the West of the region represents a unique opportunity to strengthen the health, wellbeing and economic resilience of North Essex. As part of the Government's New Hospital Programme, construction of the new facility is scheduled to begin between 2032 and 2034. It will replace outdated infrastructure with a world-class health campus, delivering care at scale, in the right place and at the right time for a growing and diverse population. Alongside the recently confirmed UK Health Security Agency (UKHSA) relocation to Harlow, the new hospital also promises to stimulate growth in the life sciences and healthcare sectors whilst enhancing the resilience of key nodes (including Harlow and Epping Forest) with excellent links to London, Cambridge and the rest of the UK.

This opportunity, however, is not necessarily guaranteed. There remains risk of delay that could undermine improved health outcomes and economic growth. It is therefore critical that the Mayor champions this project and works with Government to remove barriers to ensure that PAH is not only delivered, but delivered quickly to realise its benefits as soon as possible.

### **Replacing ageing infrastructure**

PAH is currently one of the most constrained major hospitals in the country. It provides acute and specialist services to a catchment area of approximately 460,000 people across the West Essex and East Hertfordshire catchment and demand for its services continues to rise.

The estate is no longer fit for purpose: over half of the infrastructure has been rated as being in an unacceptable condition, with persistent issues relating to capacity, maintenance and layout. Clinical teams are operating in ageing buildings that no longer reflect modern models of care and patients face fragmented services delivered across a site that was not designed for the complexity of today's needs.

The current hospital's limitations are particularly acute given its strategic location. Sitting between London, Cambridge, Chelmsford and Stansted, PAH serves some of the fastest-growing communities in the UK, as well as a number of areas of high deprivation with significant health inequalities. Harlow, for example, sees an under-75 preventable mortality rate of 190 per 100,000, compared to an East of England average of 135. Around 95 people per 100,000 aged under 75 die from cardiovascular diseases that are considered preventable, compared to a national average of 77. In this context, a modern, integrated hospital is not only essential to meet rising clinical demand but also to underpin a healthier, more resilient North Essex.

### **A catalyst for health innovation and inclusive economic growth**

The intended PAH design is not just a replacement hospital complex: it is a driver of transformation. It will combine the most modern clinical facilities with smart technology, flexible and adaptable spaces and a fully electric, carbon-neutral operation, making it one of the most sustainable hospitals in the UK.

The new facility will enable enhanced models of care, shorter patient stays, improved outcomes and a better working environment to support the attraction and retention of high-quality clinical staff, directly aligning with Government's 10 Year Health Plan for England.

New transport and ambulance hubs will improve emergency response times and connectivity for staff and patients alike. This critical new infrastructure will support significant housing and population growth across the wider M11 corridor, especially for the new HGGT.

Building on its healthcare function, the new hospital development will provide the foundation for a next-generation Health Campus, already allocated in Epping Forest District Council's Local Plan. The hospital will also be integrated into Harlow's future sustainable transport corridor network, ensuring efficient connectivity, while attracting investment, supporting innovation and creating high-value jobs. Overall, the scheme will represent over £750 million of investment into local healthcare facilities and health sciences innovation, underlining its scale and long-term significance to the region and its role in delivering the life sciences ambitions of the Modern National Industrial Strategy.

Anchored by the UKIC, West Essex is already emerging as a national hub for health innovation thanks to the Harlow Science Park, its proximity to research centres in Cambridge and London and the recent confirmation of the UKHSA relocation to a £1 billion campus in Harlow, which is set to create around 3,000 permanent jobs. These assets combined will support growth in nationally significant sectors where North Essex already has a strong comparative advantage, helping to increase productivity and broaden the employment base.

At the same time as planning for the new hospital, PAH is working with Harlow District Council as the local authority develops its Pride in Place agenda. Building on commitments in the 10 Year Health Plan for England, PAH will work with Harlow and Epping Forest District Councils and its Essex health and care partners to reshape services for patients. The focus on place, communities and neighbourhoods will support the new hospital transformation agenda, making sure the newly built facility focusses on the critical, specialist and acute care that needs to be delivered symbiotically. As Neighbourhood Health plans develop, coupled with the hospital's focus on proactive care, this will reduce the demand for acute services from the growing population across the West Essex and East Hertfordshire catchment.

### **Delivering better health outcomes requires a new approach**

PAH has been confirmed as part of the Government's New Hospital Programme, but unlocking its full potential will require more than capital investment alone. It is essential to ensure timely delivery, full design flexibility and the ability to integrate wider innovation, training and community uses into the hospital campus, ensuring the hospital continues to have a robust talent pipeline for years to come.

There is also significant digital potential associated with the new hospital and wider health campus. Several initiatives are already underway that could be further targeted and enhanced to support the development. Digital skills programmes and improved connectivity infrastructure could enable remote diagnostics and telehealth while ensuring that nearby communities are not only digitally included, but actively benefit from the opportunities created by the PAH and wider UKIC area.

Securing a clear delivery timeline and funding certainty is essential to ensure that design, planning and construction can progress at pace and avoid escalating costs. A joined-up approach across health, infrastructure and planning departments will also be critical to realise the opportunity for integrated transport, digital connectivity and workforce provision. Partnerships with the private sector — particularly in health innovation and sustainability —

will also be key to deliver a facility that combines best practice in design and clinical excellence.

North Essex partners also recognise that PAH is not the only health facility in the region that requires urgent support. There are also acute health infrastructure pressures in places like Maldon, where the 150-year-old St Peter's Hospital faces defects such as damp, leaks and structural decay. As a result, the community stroke unit and specialist rehabilitation services have been closed and the birthing unit has been moved to Braintree. As well as ensuring the delivery of the transformative PAH facility, North Essex partners urge the incoming Mayor of Greater Essex to consider wider community health challenges in their Public Health approach. Mayoral intervention could not only safeguard wellbeing but also underpin economic and inclusive growth by attracting health-related innovation and enabling a healthier workforce to support regional productivity.

The successful delivery of the new PAH is critical, both as a health asset and as a cornerstone of long-term growth and resilience. Continued Government support, in partnership with PAH, local communities and businesses is essential to ensure this major development delivers maximum benefits for North Essex and the wider economy. As the incoming Mayor assumes new responsibilities for tackling health inequalities, there is a clear opportunity to champion PAH whilst addressing wider community needs to ensure that health investment drives inclusive growth and productivity across the region. We urge the incoming Mayor to make the rapid progression of this scheme a top priority, using their influence to remove barriers, accelerate decision-making and secure the necessary backing to expedite the scheme.

## **Growth priority 5: A12 widening scheme from Chelmsford (Junction 19) to Marks Tey (Junction 25)**

The A12 is the spine of North Essex. Its upgrade is not merely a connectivity intervention but also critical for boosting productivity, unlocking new homes, creating jobs, strengthening national freight resilience and facilitating sustainable growth across the East of England.

Despite the recent cancellation of the A12 widening scheme and the difficult fiscal climate, all NEC partners strongly believe that this scheme must be brought forward, not just for North Essex's growth, but for the sake of Greater Essex and UK economic prosperity as a whole.

### **A key route under pressure**

The A12 is the most heavily used A road in Essex and one of the busiest in the country, carrying up to 90,000 vehicles per day between Chelmsford and Colchester. This is comparable to many stretches of UK motorway but the A12 faces higher level of congestion, more unreliable journey times and more serious safety concerns than many of the country's motorway networks.

This overburdened stretch of road is now a major constraint and is restricting the economic and housing growth potential of North Essex, which is one of the UK's major growth success stories. Given the cancellation decision, Local Planning Authorities across the county will need to update Local Plans, revisit technical assessments and delay timetables, jeopardising many years of preparatory work.

In the short term, the feasibility of a number of strategic development sites will be called into question, hampering the region's productivity and potential. This includes 4,500 homes in Colchester aligned to the A12 corridor and a further 4,500 homes in a garden community planned for Chelmsford. It will also have implications for Braintree (especially for planned growth along the Witham-Kelvedon-Hatfield Peverel corridor), Maldon (where significant growth is predicated upon the new Junction 21 proposed as part of the widening scheme) and Tendring (where strong connectivity between the A12 and A120 will play an important role in maximising the success of Freeport East).

In the longer term, tens of thousands of new homes will be stalled or come forward in a piecemeal way without the necessary infrastructure investment and/or affordable housing. This could risk the delivery of inclusive outcomes upon which North Essex's growth ambitions hinge.

Daily traffic on the A12 comprises over 10% heavy goods vehicles (HGVs) — double the national figure — reflecting the A12's importance for the logistics sector. Businesses that are reliant on the A12 incur higher costs due to significant congestion and the recent scheme cancellation will have adverse effects on productivity and limit the potential of Freeport East. Congestion continues to increase journey times on a stretch of road that already causes delays of 1.5 hours per working week. North Essex is already seeing the impact of this congestion, as reduced journey reliability pushes long-distance traffic onto minor roads and through residential communities. The result is a highly inefficient and increasingly unsafe road network, where daily delays act as a drag on economic productivity, a major investment deterrent and a source of frustration for tens of thousands of commuters.

The East of England, with over 1.7 million jobs and a long-standing contributor to UK GDP, is being held back by an A12 which does not meet the needs of our modern, dynamic economy. The region suffers from average vehicle delay rates that are nearly 20% higher than the national average, underlining the scale of historic underinvestment and reflective of the omission from national infrastructure investment. These factors have led Transport East to identify the A12 as the corridor where improving reliability and journey times would have the most significant impact on raising productivity levels across the region.

Intervention is critical to prevent these gaps from growing, particularly as pressure mounts from planned housing and employment growth across North Essex. Without improvements to the A12, we risk stalling future developments, economic growth and job creation, despite significant local efforts to drive growth and overcome the region's infrastructure challenges. To achieve the ambitions of Government and local partners, the issues on this major route must be addressed as a matter of critical urgency.

### **A route to prosperity**

While the A12 widening between Chelmsford and Marks Tey is not currently progressing, the proposal is fully developed and had been scheduled and planned for. It was not just a road-building scheme; it was a vital enabler of national and regional policy aims, aligning fully with the Government's 10-Year Infrastructure Strategy's ambitions to drive economic growth through transport infrastructure, boost transport resilience and support regional housing growth. While the scale of investment required is significant, the transformative economic and social benefits demand that the case for upgrading this key corridor is urgently revisited.

Having already secured a Development Consent Order (DCO) — following extensive public consultation, route design and feasibility work — the scheme is oven-ready, free of legal challenge and has widespread cross-party support from across the region. It also has private sector backing, including from the GEBB. Having been a committed scheme since 2020, the A12 widening presents an immediate opportunity to accelerate housing growth, create jobs and deliver a rapid return on investment.

The A12 upgrade would significantly reduce congestion, improve journey time reliability and reduce collisions, making the network safer, more resilient and more productive. It would also allow the road to absorb increasing volumes of freight from Felixstowe (the UK's busiest container port), Harwich and the wider Freeport East area.

The scheme is absolutely integral to North Essex's housing growth agenda and the emerging Spatial Development Strategy for Greater Essex. Thousands of new homes — including those within the Chelmsford Garden Community — have been planned on the knowledge of the scheme proceeding. Their viability and sustainability are now at risk and, without clarity over the route's future, there will be significant delays for a number of large, strategic housing sites across the region.

The A12 widening scheme had further connectivity benefits, including providing the much-needed capacity to enable an upgrade of the A120 between Braintree and the A12 in the longer term. While this is a separate scheme, there is a clear interdependency between the two, with unparalleled opportunity for unlocking further growth along both strategic routes.

## A call to reconsider

NEC recognises the difficult fiscal choices facing central Government and the imperative to prioritise projects that deliver maximum value for money. In this context, the A12 widening scheme stands out. It is already at an advanced stage of development, with a DCO in place. Allowing this DCO to lapse would waste millions of pounds already invested and set the project (and the economic and housing growth contingent on this scheme) back by years. The project already has strong local support and clear alignment with Government priorities, including housing delivery, freight and logistics resilience and infrastructure-led growth. Years of partnership work mean that public consultation, route design and feasibility work is already complete and this scheme is ready to progress to the next stages.

The reactivation of this existing commitment remains essential to delivering national objectives and North Essex is seeking certainty that nationally managed infrastructure such as the A12 will not become our primary constraint. The A12 forms the backbone of the regional economy and its modernisation is critical to making the East of England investment-ready and globally competitive.

NEC member authorities strongly urge Government to reconsider and revisit the project, keeping the existing DCO in place as the foundation for delivery. We invite Government to work with us, alongside National Highways, to explore collaborative approaches to bringing this vital infrastructure investment into fruition.

If the UK is to build the homes it needs, create better-paid jobs outside London and improve freight mobility, it must invest in the infrastructure that makes this possible. The A12 is a mission-critical quick win and, although currently paused, remains highly deliverable and within reach.

NEC urges the Government to collaborate, co-invest and co-deliver to support unprecedented regional growth, maintain network resilience and strengthen productivity across North Essex and beyond. The incoming Greater Essex Mayor should treat the A12 widening as a key priority within their Local Transport Plan, Spatial Development Strategy and Local Growth Plan, while using their lobbying power to influence Government to revisit the scheme and retain the current DCO. The Mayor should also work with neighbouring authorities in Suffolk and Norfolk to present a single, united regional voice on the A12. This collective approach could add significant weight to the case for reinstatement, demonstrating that the benefits of the scheme extend far beyond the Essex borders.



## **Growth priority 6: A120 dualling (Braintree to the A12)**

The A120 forms the only east-west freight and passenger corridor connecting the M11 with Harwich International Port and the A12. This route is central to regional productivity and the UK's international trade and housing delivery ambitions yet remains constrained by a short, outdated stretch of single carriageway between Braintree and the A12.

This length of single carriageway stretches just under nine miles but creates a disproportionately large bottleneck on one of the East of England's most important routes that underpins major development opportunities, including Freeport East and the emerging TCBGC. A relatively modest investment could unlock significant economic and connectivity benefits for the East of England, with the opportunity to consider this scheme as part of a wider regional growth package, alongside the A12 widening, to strengthen this essential economic spine.

### **Underserving a high-growth region**

The section of the A120 stretching from the M11 at Stansted to the A12 at Marks Tey is one of the most strategically important stretches of roads in the East of England. It carries both high volumes of commuter traffic and substantial freight movement, serving the UK's largest container port cluster and one of its busiest airports. The section between Braintree and the A12, however, significantly constrains an otherwise vital route, pushing traffic onto the already over-capacity A12 or A14. With its short length, relatively small improvements have the potential to release a major bottleneck, relieve pressure and enhance resilience across the network.

This outdated infrastructure causes regular congestion, particularly at peak hours, when A120 traffic volumes reach up to 3,000 vehicles per hour. Up to 15% of daily traffic consists of HGVs, which is well above the national average. This places additional strain on a network not designed for such demand and has significant productivity impacts for businesses relying on the network. Furthermore, almost a quarter of the road is frequently congested, and average vehicle speeds during the evening peak are reduced by up to 22mph compared to free-flowing conditions.

The single carriageway section also sees more than 230 accidents and 350 casualties per year, not only resulting in a tragic loss of life and life-changing injuries but also costing the economy more than £2 million per year. This unreliability and lack of safety is a deterrent to investment, limiting commercial viability and impacting the daily lives of residents and businesses across the region.

The implications are far-reaching, restricting access to Freeport East, Stansted and Cambridge, pushing traffic onto already-busy roads serving London, Chelmsford, Ipswich and others, weakening the UK's logistics resilience and damaging its competitiveness in international trade. It impedes the delivery of major housing sites, including along the high-potential Colchester-Braintree-Marks Tey growth corridor. It also undermines wider productivity, with congestion and delays acting as a consistent drag on the regional economy.

## The road to growth for North Essex

Upgrading the A120 between Braintree and the A12 is a clear opportunity to unlock housing and improve safety and reliability. It would also form a continuous high-capacity corridor between the M11 and A12, providing much-needed relief for other east-west routes.

Modelling indicates that the scheme could generate an additional £2.2 billion in economic output, while significantly improving journey times and boosting productivity. Critically, it would strengthen the logistics offer of Freeport East and is a key enabler for unlocking Bathside Bay's potential. As well as improving road access to Harwich and Felixstowe for the region's port industries, it would also facilitate more efficient movement of goods and people to Stansted Airport. In doing so, dualling the A120 supports the Modern Industrial Strategy's ambitions around trade corridors and clean logistics and is directly aligned with the 10-Year Infrastructure Strategy's aims to better support ports and surrounding growth corridors.

The scheme would also unlock thousands of new homes and jobs. Without it, there is a risk of under-delivery against national targets, with knock-on effects for affordability, investor confidence and long-term growth. A number of major planned developments — including TCBGC — are underpinned by improved connectivity and reliability on a dualled A120. Benefits extend beyond housing, with A120 improvements also helping to unlock regeneration in key areas such as Colchester and Harwich, enabling the former to capitalise on the benefits of Bathside Bay and supporting the city of Colchester to strengthen its role as a regional economic centre.

A120 dualling is also essential for unlocking growth in Braintree, a fast-growing economic node in North Essex. With major employment zones such as the flagship Horizon 120 site — which is already home to British Offsite, CareCo, Essex X-Ray and others — the town boasts strengths in advanced manufacturing, logistics, clean energy and digital sectors. Its potential is severely constrained, however, by limited east-west connectivity. Dualling the A120 between Braintree and the A12 has the potential to provide greater access to labour markets, supply chains and international gateways, reinforcing Braintree's economic status and supporting Government ambitions for productivity and better-connected places.

Improved east-west connectivity could also unlock access to education and training opportunities. This includes Colchester Institute's Braintree campus, which specialises in construction, business and STEM disciplines. The campus creates clear pathways for young people and adults into skilled, high-value employment, supporting inclusive growth and building a resilient talent pipeline for local businesses in high-growth sectors.

The A120 dualling could also strengthen growth in the UKIC by improving east-west connectivity between key Cambridge clusters, emerging hubs in North Essex and major global gateways. Meanwhile, it would enhance access to Bathside Bay, enabling the site to draw on world-class supply chains, talent and investment from the wider East of England geography.

This scheme has wider connectivity benefits from the region. Not only would it reduce rat-running through the large number of rural communities in the surrounding areas, but it also has a clear interdependency with the A12 widening scheme. Together, these projects would create a fully integrated connectivity corridor for the region, unlocking transformative opportunities for growth. The A120 dualling could also provide essential relief for the A12, helping to improve network resilience. Delivering these schemes as part of a coordinated

transport package — rather than in isolation — would maximise return on investment and ensure the region has the capacity to support long-term housing, employment and trade growth.

### **An invitation for collaboration**

Many NEC partner organisations have long championed the case for A120 dualling, supported by robust analysis and strong local cross-party political support. In return, we are seeking renewed commitment from Government to move this long-overdue project forward.

The A120 dualling business case is well established and strategic alignment with national objectives is clear. It also has strong regional backing, with Transport East also advocating for the dualling. Only through progressing this scheme will North Essex be able to truly boost inclusive growth by improving access to jobs, education and services for communities along the corridor, connecting people in towns such as Braintree, Coggeshall and Marks Tey to thriving economic hubs at Stansted Airport and Freeport East. This enhanced connectivity promises to attract new business, support existing employer expansion and enable greater participation in economic opportunities in the Government's priority sectors.

The pledge we are seeking from Government is long-planned and evidence-based. Bringing the scheme back into the Roads Investment Strategy (RIS) pipeline is the first step. NEC also supports exploring opportunities for blended funding, including developer contributions and stronger private sector collaboration.

This scheme connects nationally important infrastructure, supports international trade and directly enables the delivery of thousands of homes and jobs. With renewed Government backing, it promises to support a more resilient, better-connected, inclusive and productive economy, not just for North Essex, but for the entire East of England region. By including the A120 dualling in their Local Transport Plan and by convening Government, National Highways and other key partners, the incoming Mayor of Greater Essex has the potential to support the timely design and delivery of this essential infrastructure.

## **Growth priority 7: Improving junctions 7 and 8 of the M11**

The M11 is a critical component of the UK's strategic road network, linking London to Cambridge, powering the UKIC and providing a key freight route between the Midlands/North and the Channel Ports. Junctions 7 and 8 are pivotal access points for key national assets, including Stansted Airport, the Harlow Enterprise Zone, the Government's newly announced National Health Security Agency (UKHSA) centre and HGGT. Junction 8 is also strategically important for East Hertfordshire, especially for connectivity around Bishop's Stortford, which lies immediately adjacent. Despite their importance, these junctions are currently acting as pinch points, causing severe congestion which undermines the region's productivity and growth potential.

Targeted investment to enhance these junctions promises to unlock tens of thousands of new homes and jobs. To realise this opportunity, however, it is vital that the Government works with partners in North Essex and Hertfordshire to deliver infrastructure that is fit for a high-growth, high-productivity future.

### **Necessary upgrades to a national growth corridor**

Junction 8 of the M11 serves as the principal gateway to Stansted Airport, the UK's fourth-busiest passenger airport and East of England's largest single site employer. At peak times, however, congestion undermines this critical connectivity, creating delays for commuters, passengers and freight.

Junction 7, meanwhile, provides access to the town of Harlow — rapidly emerging as an important economic and productivity hub for the East of England — as well as substantial housing sites to the south and east of the town. Harlow's growing strengths in life sciences, advanced manufacturing and digital technology are anchored by the Harlow Enterprise Zone and the recently announced relocation of the UKHSA to the town.

Although the opening of Junction 7a in 2022 has helped alleviate some of the pressure on this essential junction, the network remains under strain. Junction 7 plays a central role in unlocking HGGT, an impressive development set to deliver over 21,000 homes. Without further intervention, however, the current road network risks constraining the delivery of this ambition, undermining wider economic growth efforts in Harlow and beyond.

### **Unlocking international competitiveness and connectivity**

Upgrading Junctions 7 and 8 is central to unlocking long-term growth across North Essex and the wider East of England. These enhancements underpin the development of HGGT, supporting 21,000 homes at HGGT and a further 1,000 at North Weald, plus potential new developments in urban areas of Harlow and future development opportunities. This growth will play a key role in regenerating Harlow and driving inclusive growth in the town, improving local infrastructure and creating vibrant, sustainable communities. The upgrades will also open new opportunities for the residents of Harlow, which has a higher-than-average proportion of people who are economically inactive (22% compared to a county average of 19%) and claiming benefits (5.4% compared to 3.3% Essex-wide).

As well as providing access to 12,000 jobs at HGGT, Junction 7 is also critical for strengthening connectivity to the Harlow Enterprise Zone, supporting growth in sectors that are well-aligned with national industrial policy (for example, life sciences and advanced

manufacturing). With modern business space and a strategic location at the heart of the UKIC, it is already attracting innovative companies and creating skilled jobs that match with national productivity ambitions.

Improvements at Junction 8 will reduce congestion and ensure better access to Stansted Airport, which is expected to generate a further 5,000 new jobs in the near future. The airport already acts as a major hub for employment, innovation and sectoral growth; however, its future success depends on seamless transport connections, which will underpin its £2.25 billion economic contribution by 2034.

### **A shared commitment to regional impact**

Local authorities across both Essex and Hertfordshire are already investing in strategic infrastructure, as demonstrated by the successful delivery of Junction 7a, which was funded by Essex County Council and National Highways. The full benefits of this investment, however, cannot be realised without additional Government backing.

The delivery of improvements to Junctions 7 and 8 requires coordinated national action. NEC asks that the schemes are prioritised in the Road Investment Strategy and that Government explores co-funding opportunities with local partners and infrastructure providers.

The return on this investment will be substantial. Enhanced M11 junctions will unlock nationally significant housing growth (over 21,000 at HGGT alone) and boost productivity through better access to innovation clusters in Cambridge, London, the Harlow Enterprise Zone and wider UKIC region. They will also help to secure the long-term resilience and competitiveness of one of the UK's key airports. In doing so, North Essex will continue to deliver against national priorities: boosting high-growth sectors, supporting international trade and enabling inclusive growth by better connecting economically inactive residents to exciting opportunities in innovative sectors.

Targeted investment in Junctions 7 and 8 of the M11 promises to deliver major national economic benefits, strengthen international connectivity and accelerate delivery against national growth, trade and productivity ambitions. Inclusion of these improvements as strategic investment priorities in the Mayor's Local Transport Plan will be essential. The incoming Mayor's financial support has the potential to accelerate the delivery of key junction upgrades that unlock housing, enterprise growth and innovation across the UKIC, delivering benefits for the wider East of England region.

## Growth priority 8: Improving train services from Clacton

Enhancing rail services between Clacton and Colchester represents one of the most immediate, affordable and impactful opportunities to drive inclusive economic growth and social resilience in North Essex. Increasing train frequency along this corridor has the potential to open up access to jobs, training, education and leisure opportunities for communities in some of England's most deprived places. This includes access to Colchester Institute and the University of Essex. Simultaneously, the upgrade would support modal shift and decarbonisation, reduce congestion, enhance the resilience of otherwise-used road networks and boost productivity across the region.

More frequent trains alone, however, are not enough to drive out deprivation and stimulate substantial economic growth. NEC proposes that additional interventions are considered, including fewer stops on-route to London (making train travel faster and more appealing) and significantly cheaper ticket options.

### A critical but underserved rail link

Clacton is home to around 55,000 people and serves as the economic and civic heart of Tendring, a district with some of the highest levels of deprivation in the country. In the 2019 Indices of Multiple Deprivation (IMD), Tendring ranked particularly low in the domains of education, skills and training, income and employment (see figure 1 where 317 is the highest ranking and 1 is the lowest). The district has a significant lack of opportunity in the job market with a job vacancy ratio of 0.32 (the lowest in North Essex Essex), which is reflected in work-based pay. This averages £622 per week, which is over £100 a week lower than the national average. Furthermore, 17% of Tendring households are classified as fuel poor (4% higher than the UK average) which, coupled with low incomes, is likely to remain an issue without significant intervention. Economic opportunity is further constrained by poorer health outcomes in the district, which sees an under 75 mortality rate of 388 per 100,000, representing the highest rate in North Essex.

	Income	Employment	Education, Skills & Training	Health & Disability	Crime	Living Environment	Barriers to Housing & Services	IDACI (deprivation affecting Children)	IDAOP (deprivation affecting older people)
<b>2015 Rank</b>	40	24	14	61	100	163	261	38	86
<b>2019 Rank</b>	36	22	12	34	96	153	211	30	75

Figure 1 - Tendring IMD rankings

The Clacton–Colchester corridor is served by a single hourly train, despite linking North Essex's largest coastal town to one of its fastest-growing urban centres. This also restricts access to Chelmsford, with its high-value roles in advanced manufacturing and engineering (Teledyne e2v, for example) and professional and financial services, with companies such as AON and M&G Investments. Journeys to opportunities in London are also hindered, preventing Tendring residents from accessing highly paid roles in professional, financial and technical services. Meanwhile, evidence from Transport East's Connectivity Study shows that this corridor sees a disproportionately high share of passengers travelling for business and retail. This is a clear marker of its economic potential, which is held back by current services.

The rail service does not match local need or unlock opportunity for the 70,000 people living within 1km of a station on this corridor. With services limited to one per hour and peak fares remaining unaffordable for many (an annual season ticket from Clacton-on-Sea to London Liverpool Street exceeds £7,000), the current offer deters rail use and constrains inclusive growth. These barriers push residents towards car dependency — worsening congestion and air quality while compromising road network resilience — or limit residents to bus travel which, although affordable, is usually very slow.

One-way journey durations and costs from Clacton-on-Sea to Colchester		
Vehicle type	Journey time	Journey cost
Train	From 28 minutes	£10.10 (anytime single)
Bus	From 58 minutes	£3
Private car	From 35 minutes	Approx. £4

### **A step change to deliver inclusive growth and regional resilience**

Doubling the frequency of services between Clacton and Colchester would represent a step change in modal shift in North Essex, reducing reliance on private vehicles and supporting long-term decarbonisation. This upgrade would increase the number of trains from one to two per hour, significantly improving journey flexibility.

As new homes come forward in Colchester and the city continues to grow as a knowledge economy anchored by the University of Essex and Knowledge Gateway, improved rail connectivity will be vital to link residents with emerging economic opportunities. Enhanced train services will also enable both young people and adults to access further and higher education, apprenticeships and lifelong learning opportunities (at Colchester Institute, for example), which will be essential for tackling deprivation and supporting progression into high-value sectors.

Crucially, the proposal is deliverable in the short term. No new infrastructure is required and service enhancements could be made through more efficient use of the existing network. The scheme also promises to unlock modal shift from car to rail, reducing carbon emissions and improving local air quality. It would also increase rail revenue through new demand, while supporting local regeneration efforts in Clacton, enhancing its viability as a place to live, work and invest. Importantly, an improved service would give residents that need it most more efficient access to the high-growth clusters of Colchester and Chelmsford, alongside high-value employment opportunities in London.

### **A call to Government and the rail industry**

This scheme is already supported by Transport East and, together with regional partners, we are ready to work with the Department for Transport, the rail industry and private sector partners to assess the cost and feasibility of delivering improved service levels on the Clacton-Colchester line. Doing so aligns fully with the Modern Industrial Strategy's aims to decarbonise transport, expand access and connect underserved communities.

We welcome innovative solutions, recognising that a flexible and collaborative approach will be key to this proposal. An all-day frequency uplift, offering two trains per hour between Clacton and Colchester, would provide a consistent, easy-to-understand service pattern. If, after exploration with the train operator, this is not immediately deliverable, introducing

additional services during morning and evening peaks could offer a valuable and cost-effective interim solution.

Increasing the pace of services from Clacton during peak times should also be considered, as slow journey times of up to 90 minutes to London Liverpool Street currently constrain commuter flows. A faster, peak-time connection — such as a direct service from Clacton to Colchester — would significantly improve access to major economic hubs, supporting both connectivity and inclusive growth in North Essex.

Whether a new all-day timetable is introduced, peak time frequency is increased or the pace of services is reviewed, changes must be met with affordability interventions. The cost of train travel between Clacton and London is unaffordable for many, especially given local levels of deprivation. Introducing targeted fare subsidies or discount schemes would help to address barriers, improve access to opportunity and increase train use by the local population.

We invite the incoming Mayor of Greater Essex to co-design affordability options with the train operator and local authorities. This should include exploring tried and tested models, such as the West Midlands' Swift Card or East Midlands' Capped Fare Pilot. The former introduced a smart card system, functioning like London's Oyster Card, offering pay-as-you-go travel, stored-value tickets, and daily and weekly fare limits, which made frequent travel cheaper than pay-as-you go fares. The East Midlands Pilot, meanwhile, introduced fare capping, simplified day pricing and smart card-based offers, such as £1 'mega low' train fares. Making rail travel more affordable for Tendring residents is essential, not only for commuters but also for those not currently in work. Affordability measures will ensure these individuals are able (and more likely) to access opportunities at institutions like the University of Essex, Colchester Institute and the future Sustainable Skills Innovation Centre at TCBGC.

This intervention is deliverable within a single Mayoral term, with no new infrastructure required and a clear case for demand. The Mayor's Investment Fund and/or devolved transport budgets have the potential to underwrite early operating support where needed. Meanwhile, the Mayor's convening powers will help to bring together rail operators, Government and Network Rail to fast-track timetable and service improvements alongside fare interventions. In doing so, this is a quick-win solution that delivers long-term benefits while supporting national ambitions around breaking barriers to opportunity, increasing productivity and decarbonising transport. This project also offers a model that could shape connectivity improvements in other areas of the UK that are facing similar challenges.



## **Growth priority 9: Rapid Transit System (RTS) expansion**

The expansion of the RTS represents a transformative opportunity to deliver faster and cleaner connectivity across one of the East of England's most dynamic regions. Expanding the RTS to the Tendring peninsula is a logical first step to expanding beyond the Colchester city area and will help to deliver inclusive outcomes. However, the North Essex ambition is to extend a higher-frequency, low-cost public transport network to all of the region's priority settlements, critically enabling access to jobs and training in high-value, growing sectors.

The existing RTS scheme — already in development with £30 million Housing Infrastructure Fund (HIF) support — is designed to unlock major growth within Colchester and TCBGC. The network's reach, however, will initially be limited to the city's boundaries which has the required population density to support an RTS. NEC partners recognise that areas outside of the largest settlements in North Essex are unlikely to have the population density required to support a very frequent rapid transit network. Partners nonetheless consider there to be scope for a more regular and reliable service from and between key towns that could be integrated within the broader RTS system. Such an approach would improve the RTS as a whole, help to reduce inequalities and boost economic growth by increasing connectivity between urban areas in North Essex.

### **A strong foundation with potential to grow**

Colchester is a strong regional economic hub and one of the newest and fastest-growing cities in the East of England. It is home to over 130,000 people, a thriving university and a growing base of high-value employment in health, construction and creative sectors, delivering against Government ambitions for innovation-led growth. The city is also brimming with culture and history, from Colchester Castle and the longest-surviving Roman city wall in Britain to the magnificent Tudor Layer Marney Tower and contemporary art at Firstsite.

The first phase of the new RTS — set to be operational by Spring 2026 — will enhance east-west movement between the A133 near the University of Essex and the A120. It promises to cut journey times by up to 35% and will offer high-frequency, low-carbon services. The new rapid transit corridor will also improve walking and cycling facilities to support modal shift and healthy lifestyle choices while enhancing road network resilience.

Further phases of the RTS will be guided by the North Essex Garden Community Master Plan, ensuring infrastructure keeps pace with housing growth. It will focus on extending the RTS into the new Garden Community, connecting it with key areas of Colchester, such as the hospital and university.

The current scope of the RTS, however, falls short of connecting with the adjacent Tendring district, where there is significant need for economic opportunity, mobility and inclusive growth. Home to some of the most deprived communities in England, many residents face barriers to employment, education and health, with high levels of economic inactivity, lower-than-average car ownership and poor access to services. Without new, direct, reliable and affordable transport links to Colchester and its training and employment facilities, many residents will remain disconnected from one of North Essex's primary hubs of opportunity.

The North Essex ambition is to use the Tendring peninsula extension as a blueprint for other urban but disconnected nodes of North Essex that are currently underserved by public transport. Delivering further rapid transit routes that use the Colchester system as a

foundation but meet the distinct needs of their localities will ensure that communities across the region benefit from future growth expected for North Essex.

### **Connecting growth and opportunity through RTS extension**

Extending the RTS beyond Colchester into Tendring has the potential generate significant regional growth. It would enhance access to employment and education by linking deprived coastal communities with major establishments such as the University of Essex, Colchester Institute, Colchester Hospital and the Knowledge Gateway. This would not just support young people and those entering the workforce but would also present opportunities for lifelong learning and upskilling for career progression.

The RTS extension would also help unlock the long-term regeneration of Harwich and Clacton by strengthening their role as places to live and invest, with stronger public transport connections to the heart of North Essex's growing economy. The scheme could also directly serve future growth at Bathside Bay, ensuring local residents benefit from new jobs and training opportunities, and that businesses can access wider labour markets and boost their productivity without adding pressure to road networks.

Crucially, the initial RTS extension into Tendring would act as a blueprint for delivering much-needed rapid transit interventions in other parts of North Essex that are currently underserved by regular, fast public transport to neighbouring towns. This includes Maldon, Harlow, Saffron Walden, Tiptree and Waltham Abbey.

This scalable approach would ensure that the benefits of reliable and inclusive connectivity are felt across the region. A hub and spoke model could provide a network which radiates out of high-density areas, attracting further investment to our high-growth towns and cities. We acknowledge that many areas served by an extended North Essex RTS would not have the population density to support a highly frequent service (i.e. every few minutes), however, provision of regular, reliable, fast, affordable and attractive bus transport will be essential for unlocking the potential of these growing towns.

Critical to the North Essex RTS is that it provides access to key training and employment hubs, especially those in the North-East and West of the region, which are underserved by public transport and difficult to reach from more deprived communities. In the West of the region, this includes Stansted Airport College, which has plans to grow its capacity and curriculum in line with airport growth, and Harlow College, which is a key sustainable skills provider in the region. The North-East, meanwhile, boasts Colchester Institute and its Net Zero and Renewables Centre.

By delivering a clean, reliable alternative to car travel, the extension would also help to drive modal shift. Given that nearly 40% of carbon emissions in North Essex come from transport — the majority from road travel — investment in deliverable low-carbon transit options that enhance network and climate resilience must underpin our strategy for regional development.

### **Laying the tracks for delivery**

To realise this opportunity, the incoming Mayor of Greater Essex should work with North Essex partners to forward fund the connection of key towns in Tendring to the RTS as a first step. This should be done with a view to exploring scalable models for a wider North Essex

network which can increase frequency and route options as housing continues to be developed in the region. Building on the success of the HIF investment that enabled the first RTS phase, there is scope to test new and blended funding approaches for future phases. This might include developer contributions, targeted transport funds and private sector co-investment, particularly from major employers set to benefit from the network.

Whether through phased implementation, demand-responsive services or public-private partnerships that share risk and reward, North Essex partners welcome innovation in delivery. A collaborative, evidence-led approach will ensure the expanded RTS delivers long-term value for North Essex and supports partners' inclusive growth ambitions. We also invite the Mayor to consider the wider North Essex RTS within their Local Transport Plan as a strategic mechanism for improving regional connectivity while decarbonising travel for the county.

Expanding North Essex's Internet of Things (IoT) network and integrating these technologies into an extended RTS represents a significant opportunity to enhance patronage and improve overall user experience. Smart interventions such as real-time passenger information systems, integrated ticketing platforms and IoT-enabled traffic management tools can improve reliability, accessibility and customer responsiveness. Not only do these innovations support modal shift, but they also generate valuable data to inform future transport planning and investment. Leveraging public sector-owned assets for network deployment — including buildings and highways — will be essential for optimising asset utilisation and creating a blueprint for a digitally connected transport ecosystem that can be replicated across Greater Essex.

Investment into an extended RTS promises to support national ambitions on multiple fronts. Not only will it lift barriers to opportunity for disadvantaged communities, but it will also facilitate high-density, low-carbon housing delivery in line with sustainable and efficient transport. The scheme will also drive innovation-led productivity, by linking residents to opportunities in high-growth sectors.

A well-planned RTS extension — starting with the Tendring peninsula with the view to expanding to the wider North Essex region — would not only relieve pressure on local roads, but would also support national decarbonisation, regeneration and inclusive growth objectives. We invite the new Greater Essex Mayor to support the Tendring extension as an immediate strategic priority and to champion the wider North Essex network as a long-term ambition in their Local Transport Plan. With strong mayoral leadership and collaboration with Government, transport operators and local authorities, North Essex has the potential to deliver a genuinely joined-up network that supports people, places and the economy.

## **Growth priority 10: Delivering skills for growth**

North Essex already benefits from a strong Higher Education (HE) and Further Education (FE) base, with colleges and universities delivering skills to power the regional and national economy. However, as the scale and ambition of growth across North Essex accelerates, our ability to deliver on this potential will depend on whether we have the skilled workforce to match it.

To sustain growth and create opportunity, investment in a skills system that is agile, inclusive and responsive to current and future business needs is critical. This means ensuring parity of access across the region and equipping all residents with the lifelong learning, upskilling and reskilling opportunities that enable them to respond to the evolving needs of the economy and thrive both today and in the future. This presents both an immediate and long-term mission that can deliver tangible wins within the first term of the newly elected Mayor of Greater Essex, while laying the foundations for a resilient, future-ready workforce that underpins North Essex's wider ambitions. By investing in skills at scale, we can simultaneously improve outcomes for residents, including those in our most deprived areas, while unlocking growth across multiple high-value sectors. This includes engineering, life sciences and green technologies, cementing North Essex as a national centre of excellence in line with the Modern Industrial Strategy.

### **Established anchors for growth**

North Essex boasts a growing skills ecosystem with two universities and a number of specialist FE centres. These establishments are already delivering the technical and professional skills that are in demand across many of our priority sectors, including construction and life sciences. They are also adapting to future economic needs, with many FE institutions opening green skills facilities in recent years, focussing on specialisms such as electric vehicle (EV) maintenance, air source heatpump installation and servicing as well as other retrofit qualifications.

At the heart of our skills ecosystems are North Essex's two universities. With two campuses in Chelmsford, Anglia Ruskin University (ARU) offers a portfolio of courses in growing sectors, with particular strengths in health, life sciences and engineering. The University of Essex, meanwhile, is recognised for its strengths in data sciences and finance. Its Innovation Centre Knowledge Gateway provides direct support to high-growth businesses and start-ups, linking academic expertise with industry innovation.

The region is also home to a number of progressive FE institutions. Harlow College, for example, is a national leader in technical training. Its specialist facilities reflect the industries of the future, attracting learners from across North Essex and beyond. Its EV Training Centre is one of a kind in the region, responding to the accelerating shift towards greener transport and the growing demand for skilled EV technicians. The college's Sustainable Energy Centre, supported by Mitsubishi Electric, is delivering pioneering training in resilient energy systems, preparing students for emerging roles in new energy technologies. Harlow College is also the only provider in the East of England offering Heavy Goods Vehicle (HGV) maintenance training, with the nearest comparable facility over 100 miles away in Bournemouth. The college has also achieved 'Apple Distinguished School' status, recognising its leadership in digital learning and innovation.

Also part of the Harlow College Group, Stansted Airport College in Uttlesford is the UK's only on-site aviation college, situated within the grounds of Stansted Airport. The college is a

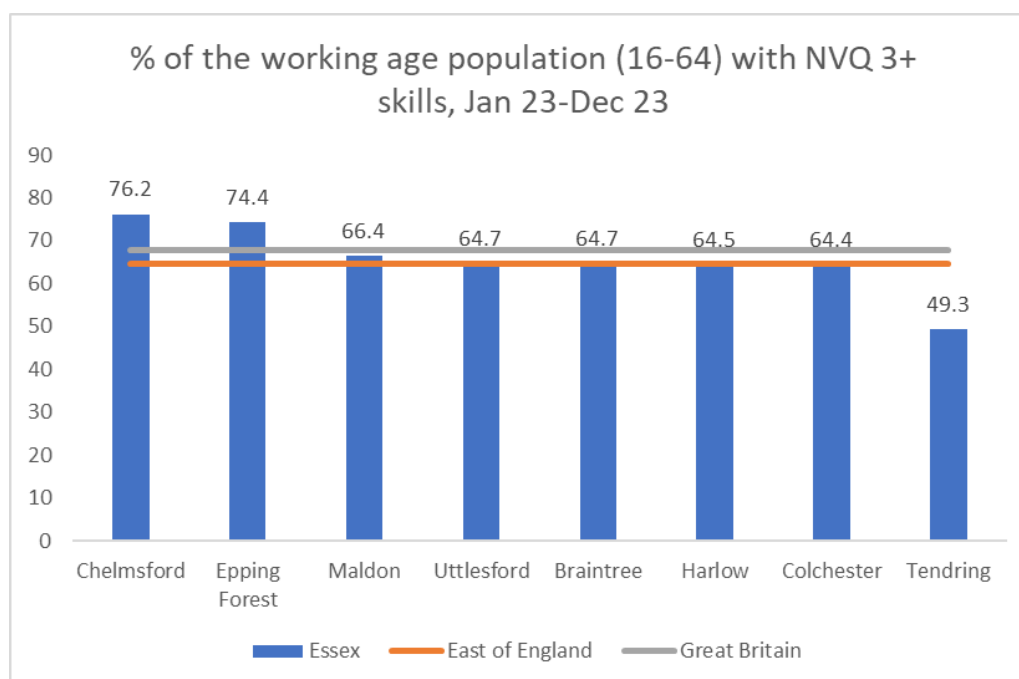
national exemplar of employer-led education, providing training across aircraft maintenance, airside operations, engineering and logistics. Its model of aligning training to business need is clearly delivering results, as 85% of its graduates progress directly into employment at the airport, with a further 12% progressing onto further education. This success demonstrates the impact of business demand-led skills provision, a model which, if replicated at scale across North Essex, would drive stronger outcomes and widespread benefits for individuals, businesses and the regional economy. The college is already operating above capacity and has consequently leased additional space to temporarily boost the number of students it is able to accommodate. Its track record of graduate progression into work and the demand from students underline the potential for expansion to continue to meet the needs of the growing airport and wider UK and European aviation industry.

Colchester Institute adds further strength to the region's FE offer. As one of the largest construction skills providers in the East of England, it plays a critical role in supporting the region's housebuilding, infrastructure and retrofit ambitions. Its Net Zero and Renewables Centre showcases the college's leadership in green skills, training local learners to work in sustainable construction and low-carbon energy industries. The Institute's Centre for Health and Social Care adds to its offer by providing state-of-the-art clinical simulation spaces and interactive technologies to equip learners with the practical skills and confidence to enter a sector facing acute workforce shortages.

In the centre of the region, Chelmsford College plays a key role in supporting technical progression and higher-level skills. Home to the South East Institute of Technology, the college delivers advanced qualifications in construction and engineering disciplines, ensuring learners can gain innovative, industry-recognised skills without leaving the region. Its Centre for Built Environment and Sustainable Technologies (BEST) provides purpose-built facilities to meet the rising demand for low-carbon construction and retrofit expertise, directly addressing skills gaps that have historically constrained housing and infrastructure delivery.

Taken together, these establishments form a robust skills system. They are already working collaboratively through the Greater Essex Local Skills Improvement Plan (LSIP) to align provision with employer demand, tackle persistent skills gaps and strengthen pathways from education to employment.

Despite these strengths, however, disparities remain. While Chelmsford and Epping Forest exceed the national average for residents qualified to NVQ Level 3+, the remaining districts all lag behind. The challenge lies in achieving parity of access to skills infrastructure, ensuring that high-quality provision that meets the needs of businesses and has strong pathways into employment is easily reached by residents from all parts of North Essex. This provision needs to be supported by adequate transport and digital connectivity to make learning accessible, affordable and appealing to all North Essex residents, regardless of where they live. Building on our strong foundations, there is a clear opportunity to work with business to identify and address gaps in education, training and skills provision, whether through growing existing institutions, supporting the development of new facilities or collaborating across borders with neighbouring areas to maximise the regional opportunity. In doing so, North Essex can be at the heart of a truly integrated skills ecosystem that delivers for regional productivity, operates in unison with business, removes barriers to participation and helps residents realise their potential.



### Challenges in coverage and capacity

Despite North Essex's impressive skills ecosystem, persistent challenges remain in ensuring fair access and adequate capacity across the geography. The region's success in creating centres of excellence has not yet translated into equal opportunity for all communities, with rural and coastal communities at a particular disadvantage.

In Maldon, for example, there is no FE provision beyond a single Adult Community Learning (ACL) centre, leaving residents with limited access to technical or vocational pathways. In Uttlesford, post-16 options are restricted to the dedicated aviation college at Stansted Airport, meaning those whose interests lie outside of the sector must travel considerable distances (often leaving Essex's boundaries) to study.

In many parts of North Essex — including, but not limited to, Tendring, Maldon and Uttlesford — longer and more expensive public transport journeys make it difficult to access the high-quality training on offer in areas such as Harlow, Chelmsford, Braintree and Colchester. Without improved connectivity, opportunities remain out of reach for many, limiting social mobility, constraining talent pipelines for businesses and reducing the return on investment in new skills provision. Alignment between skills investment, the needs of business and North Essex's transport priorities are therefore critical to ensure new facilities and programmes can truly deliver improved outcomes for employers and residents alike.

Capacity pressures are also becoming acute. Some of the region's most successful FE establishments are already operating beyond the intended capacity of their current facilities. Stansted Airport College, for example, has had to lease additional space to accommodate 600 learners, despite being designed for 500, yet remains unable to keep pace with the demand, such is the level of interest in studying at the college. Similar strains are emerging elsewhere as the demand for technical and green skills grow in line with economic changes and business need.

Without additional capacity, these institutions risk turning away prospective learners, which is a missed opportunity for residents and the wider economy. By addressing these challenges locally, North Essex has the potential to set a national benchmark, strengthen the UK's skills base and position ourselves as a regional centre of excellence for high-growth sectors. Doing so would not only help to meet business needs but also contribute to national productivity and competitiveness.

At the same time, the pace of economic change means that the skills system as a whole must become more agile. While North Essex's 9,500+ construction businesses are reasonably well catered for, its base of more than 2,100 digital businesses do not benefit from such a robust talent pipeline. Whilst North Essex's institutions are adapting to the evolving needs of the green economy, the demand for green skills is set to rise by more than 90% by 2030. In order to remain competitive and build a workforce capable of meeting North Essex's growing housing and infrastructure needs, the region must expand its skills provision and infrastructure. This means increasing capacity and coverage, while improving access to ensure future demand can be met.

A key theme emerging from the LSIP is the need for employer-led change rather than learner-led provision. Employers consistently highlight that the current system is too slow to adapt to industry needs. Businesses also emphasise that technical competence must be matched with strong soft skills, including leadership and communication. Addressing these priorities will require the coordination, investment and momentum that Mayoral leadership can bring. The incoming Mayor has an opportunity and the capability to tackle the need for greater parity of provision and access as well as responsiveness to business need in the North Essex skills system. This must include targeted investment in areas of little or no provision, strengthening transport links to key opportunities and ensuring North Essex's skills system is as dynamic and resilient as the community that it serves.

### **Investing for the future**

To deliver a comprehensive skills package for North Essex — one that ensures parity in access and opportunity while aligning with future growth sectors — North Essex Councils invites the incoming Mayor of Greater Essex to champion a set of strategic interventions. These will strengthen the region's skills infrastructure, support employer-led delivery and ensure residents everywhere benefit from economic opportunity. Key to the productivity of our biggest growth sector is the delivery of equitable construction and green skills hubs across North Essex. Where demand exists, the development of new facilities in addition to the expansion of existing campuses should be considered to meet existing and future business needs. As well as broadening opportunity, new centres could also provide specialist learning environments in line with some of the region's growing opportunities.

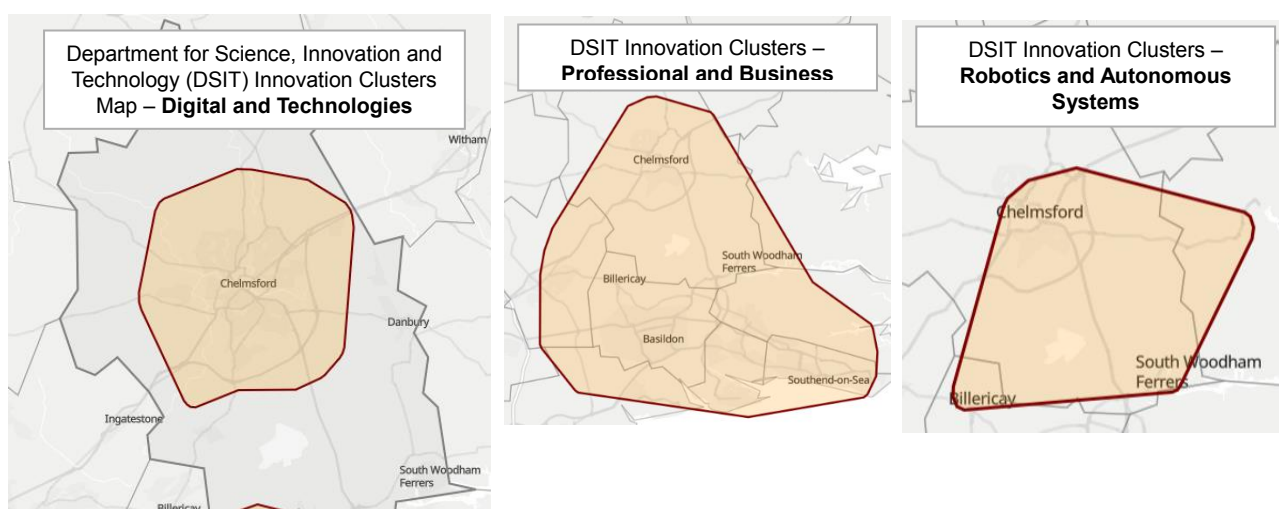
In the West of the region, for example, there is significant opportunity to expand skills provision around the servicing of EV vehicles alongside other sustainable growth areas such as air source and ground source heat pumps. The West of the region is also strategically positioned within the UKIC which provides further opportunities to expand life sciences training and related technical skills. Anchored by Cambridge in the North and London in the South, the UKIC means that people in the West of the region with relevant vocational qualifications and skills are well-positioned to help meet the needs of expanding businesses in growing sectors that align with the Modern Industrial Strategy. This presents an opportunity to build a talent pipeline that not only serves local and regional businesses but

also supports the UK's ambition to become a global leader life sciences, HealthTech and related industries.

Stansted Airport College is currently over-capacity. As an immediate opportunity, we urge the Mayor to support Phase 2 expansion, which is set to raise student capacity to 900. New facilities will include a new hangar for engineering apprentices, specialist facilities for aviation operations and logistics and expanded offerings in other areas. Phase 2 is already backed by over £9 million in public and private investment. Further capital support alongside clarity from the Department for Education on loan funding frameworks are now essential. Allocating devolved Adult Skills Funding in the Greater Essex Skills Strategy will ensure the college can fulfil its role in delivering a workforce pipeline, not only for Stansted but for the UK's entire aviation sector.

In mid-Essex, expanding Chelmsford College's already-extensive provision offers a significant opportunity to meet the rising demand for construction skills, especially given the city's garden community ambitions. The South East Institute of Technology, based at the college, already delivers advanced qualifications in construction and engineering, while the purpose-built BEST Centre provides cutting-edge workshops for trade and technical construction. The college is also part of the employer-led 'Building a Lasting Legacy' programme, inspiring students to pursue careers in construction. Ensuring this offer keeps pace with industry need, and that regional connectivity enables access for learners from areas with limited training provision, will be critical to achieving a balanced and future-ready skills ecosystem across North Essex that is ready to respond to its growth trajectory.

Chelmsford also sits at the heart of Government-recognised clusters in digital technologies, robotics and professional and business services. This creates a compelling case for dedicated skills facilities that can accelerate growth in these nationally aligned sectors, supporting innovation, attracting investment and ensuring the local workforce is equipped to meet the evolving needs of these high-value industries.



In the East, the Sustainable Skills Innovation Centre is proposed under Phase 1 of the TCBGC. It will equip local learners with skills in sustainable design, green construction and supporting trades to help deliver future phases of the garden community and other housing developments in the region. An equivalent facility in the West of the region is essential to



ensure parity. Building on Harlow College's existing strengths and expansion plans, this could be realised through the growth of current facilities or through new services to ensure the same high-quality offer is available across the region.

In Harwich, Bathside Bay is set to support over 6,000 new jobs, many of them in clean energy. Ensuring local residents can fill these roles requires targeted investment in green skills, which can be achieved through the expansion of the Harwich Energy Skills Centre. Capital investment to scale up training at this facility will be key to providing a talent pipeline for the wider Freeport East area and the East of England's clean energy economy. Alongside improvements to the centre, Mayoral support for holistic skills interventions in deprived areas around Bathside Bay could be transformational in addressing social inequalities, tackling long-term economic inactivity and driving meaningful change for coastal communities.

Improved skills infrastructure must be coupled with a business support landscape that enables employers to access talent pipelines, upskill their staff and grow within North Essex. The Mayor's responsibility for the Growth Hub Service offers a quick win: to create an all-encompassing business support service that works with the skills system to help businesses to navigate apprenticeship funding, professional development opportunities and collaboration with HE and FE institutions. This would complement work already undertaken by the Ambitious Essex Growth Agency to create a single front door for business support and create an employer-led skills system for the county.

The above interventions cannot succeed in isolation. Transport will be a key enabler to ensure that those in rural and coastal communities are able to access learning and training. The Mayor will need to ensure that the Skills Strategy aligns with the Local Transport Plan and Spatial Development Strategy to reflect these relationships and that future devolved funding is allocated in ways that prioritise connection to opportunity as set out in previous chapters.

By investing now in a more balanced, connected and future-ready skills system, North Essex has a once-in-a-generation opportunity to deliver a skills system that not only meets local demand but powers national competitiveness. Its workforce has the potential to drive innovation, accelerate clean growth and position the region at the forefront of the UK's new industrial era.

We ask that the incoming Mayor embeds these priorities firmly within their Skills Strategy and considers the use of their Investment Fund and future devolved Adult Skills Funding to support deliverable projects, such as Stansted Airport College Phase 2. We also invite the Mayor to consider quick wins by aligning business support with skills delivery to ensure the region's employers have access to the talent pipeline they need to grow. This, in turn, helps to reduce inequalities, especially in our more deprived communities. The Mayor's convening powers will also be critical in bringing together business, skills providers and local authorities to ensure FE and HE provision aligns with national growth industries, particularly where demand for skilled workers is highest.

In addition, we ask the Mayor to take a bold, outward-looking approach to skills planning. This includes using demand from neighbouring areas to strengthen the case for expanding provision in North Essex, ensuring that investment decisions reflect the wider regional opportunity and that we make the most of our proximity to both Cambridge and London with their world leading education institutions. The Mayor should also work proactively with surrounding areas to avoid unnecessary duplication of facilities while maintaining access to

opportunity for North Essex residents. Finally, we see a major opportunity to collaborate on developing regional specialisms that will benefit our residents and businesses, while positioning North Essex as a key player in the UK's priority sectors. These might be hosted in North Essex and made accessible for regional neighbours or in nearby areas with complementary cluster strengths, such as Cambridge or London.

By taking these steps, the Mayor can help to deliver a skills system that is integrated, future-ready and capable of driving growth across multiple high-value sectors, ensuring North Essex plays a leading role in the UK's new industrial era.

## **Realising the North Essex opportunity**

North Essex councils have already demonstrated that they can deliver at scale. From major housing growth and infrastructure provision to pioneering regeneration schemes, we have a strong track record of translating ambition into delivery. This determination and strong local and national partnerships will continue to drive the next chapter of our growth story as we build on what has been achieved and scale up delivery across our geography.

Across our growth corridors and coastal communities, our member organisations are aligned behind a shared mission: creating a more productive, better-connected and more resilient North Essex where everyone can thrive. These Growth Priorities are a pitch for support to take this commitment to the next level, enabling us to deliver at pace and at scale, in collaboration with public and private sector partners.

This document sets out a pipeline of investable, deliverable projects that will shape the future of our region. From unlocking the nationally significant potential of Bathside Bay and Stansted Airport, to delivering three new Garden Communities and investing in rapid transit, road and rail, our priorities are both ambitious and achievable, provided we have the right backing.

These are not abstract ideas or long-term aspirations. In some cases, planning and enabling work is already underway. In others, new funding and delivery powers will be the key to unlocking pace and scale. Across the board, these priorities represent a clear return on investment: new jobs, new homes, greater resilience and improved connectivity to national and international markets.

As Greater Essex moves towards Devolution and the creation of a new MCCA, North Essex Councils stand ready to work in full partnership with the incoming Mayor. Our priorities align directly with the new MCCA's core responsibilities around driving economic growth, improving infrastructure, supporting skills and tackling the wider determinants of health. We welcome regional collaboration on the forthcoming Local Growth Plan, Spatial Development Strategy, Skills Strategy and Local Transport Plan, ensuring that the opportunities and investment identified in this document are fully embedded in Greater Essex's strategic programmes. With strong local leadership and the right policy and delivery tools, North Essex can continue to deliver regional growth in a way that delivers long-term benefits.

North Essex has the vision, scale, experience and commitment. Now we are inviting the incoming Mayor, Government and investors to partner with us and deliver regional growth with national impact.

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## North Essex Growth Priorities

Council 11 December



# Background and context: what are the Growth Priorities?

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A shared, **long-term vision** for North Essex developed in **collaboration** between all nine authorities



A framework for guiding **future collaboration** across the public and private sectors, aligning local ambition with **national priorities**



A tool for influencing the focus of the **Mayoralty**, offering early, visible wins and for ensuring North Essex's priorities are reflected in the **MCCA's statutory documents**



The Growth Priorities **are not a statutory** document, a replacement for Local Plans, a **detailed blueprint** for every site or project, or a vehicle for direct **engagement with government**



# Background and context: how were the Priorities developed?

- The North Essex Growth Priorities have been developed by officers from all partners working together
- When the Mayoral County Combined Authority forms in Spring 2026 it will develop a suite of strategies and priorities that will shape economic growth and investment in Greater Essex over the long term
- It is critical we have clear, collectively agreed priorities that we can feed into the Mayor and MCCA as well as Government and the new Shadow Authorities as they begin to come together
- These are designed to be a first set of asks – there is more we want to achieve but we cannot ask for everything all at once. It is important to note that not all priorities benefit all partners equally and at the same time.



## Background and context: why are they important?

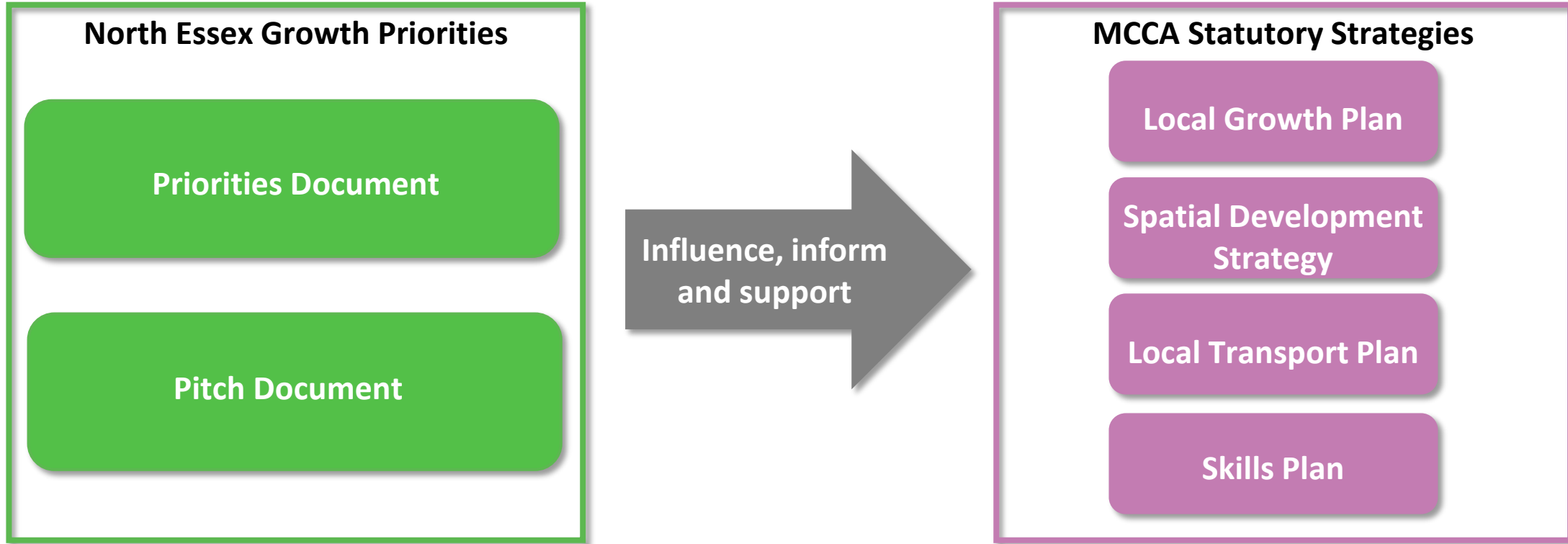
- A unified North Essex position strengthens the strategic case for these projects and increases the likelihood of securing support for transformative investment in the North of the county
- By taking a joined up, positive approach to identifying growth and investment priorities we will be better placed to influence policy formation and secure funding
- This work will ensure North Essex's priorities are heard in early decisions on funding, spatial planning and infrastructure investment





# Background and context key outputs

Page 153



# Vision and outcomes

**Creating a more productive, better-connected and more resilient North Essex where everyone can thrive**

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North Essex Growth Priorities  
Outcomes



- Housing growth
- Employment land and business accommodation
- Sector development
- Innovation and R&D
- Business support
- Skills



- Addressing deprivation
- Place regeneration
- Employability support
- Healthy and efficient homes



- Roads, railways, ports and airports
- Digital infrastructure
- Electricity distribution network
- Active travel



- Energy security
- Water security
- Job security
- Healthy and efficient homes

# North Essex Growth Priorities

Page 155



**Dualling the A120**  
(Braintree to A12)



**Upgrading J7  
and 8 of the  
M11**



**Improving train  
services from  
Clacton**



**Extending the  
North Essex Rapid  
Transit System  
(RTS)**



**Delivering skills for  
growth**



Realising the potential  
of our **three Garden  
Communities**



Delivering **Bathside  
Bay** and realising its  
benefits



Maximising the  
benefits of **Stansted  
Airport**



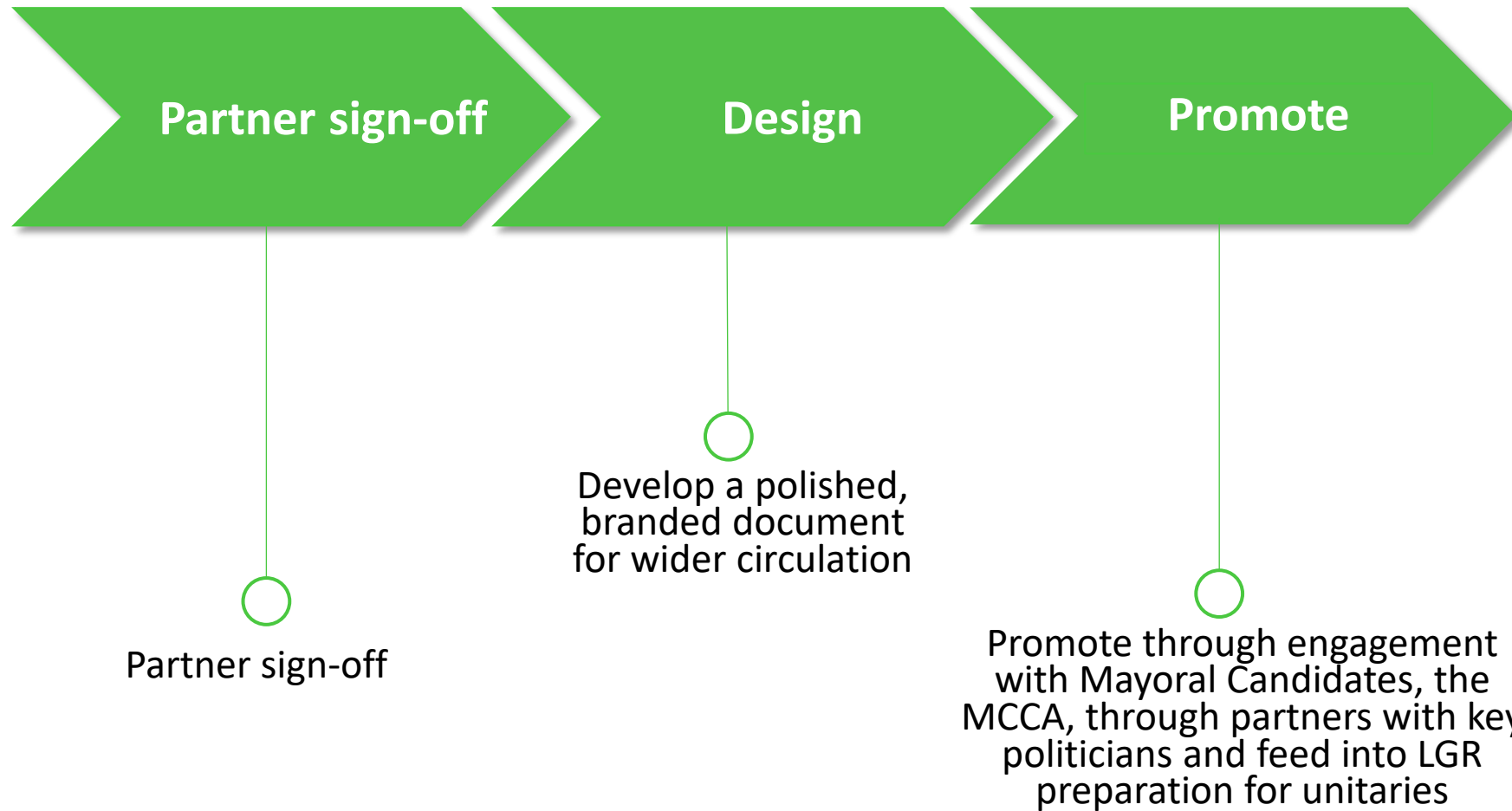
Delivering the new  
**Princess Alexandra  
Hospital**



**Widening the A12**  
(Boreham to Marks  
Tey)

- These priorities are purposefully **focussed**, prioritising the interventions that can have the **most impact** and align with the document's **vision** and **outcomes**.
- The priorities were designed **in partnership** with all NEC authorities.
- Each priority features smaller, shorter-term and more **deliverable** 'asks' (e.g. Stansted Airport College expansion, sector-focussed business support etc.)
- Following feedback from the officer workshop, a tenth priority was added in Autumn 2025 to reflect **skills for growth**.

# Next steps





## REPORT of CHIEF EXECUTIVE

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to  
COUNCIL  
11 DECEMBER 2025

### DEVOLUTION AND LOCAL GOVERNMENT REORGANISATION UPDATE

#### 1. PURPOSE OF THE REPORT

- 1.1 To provide an update on Devolution and Local Government Reorganisation (LGR) activity in Greater Essex

#### 2. RECOMMENDATION

That Council notes the current update of devolution and LGR, and possible resource implications as the activity to progress LGR now develops.

#### 3. SUMMARY OF KEY ISSUES

- 3.1 The Greater Essex Combined County Authority (GECCA) is in the process of being established and a directly elected mayor for the GECCA area is anticipated to be in place by May 2026. More mayoral candidates are currently coming forward and an interim Chief Executive is currently being recruited.
- 3.2 As previously updated, the business cases for LGR were submitted to government on 26 September 2025. The four proposals from councils in Essex, Southend-on-Sea and Thurrock were:
- Braintree District Council, Essex County Council and Epping Forest District Council submitted a proposal for three unitary councils.
  - Thurrock Council submitted a proposal for four unitary councils.
  - Rochford District Council submitted a proposal for four unitary councils.
  - Basildon Borough Council, Brentwood Borough Council, Castle Point Borough Council, Chelmsford City Council, Colchester City Council, Harlow District Council, Maldon District Council (MDC), Southend-on-Sea City Council, Tendring District Council and Uttlesford District Council submitted a proposal for five unitary councils.
- 3.3 At the extraordinary Council meeting on 25 September 2025 MDC agreed to support the Five Unitary Authorities (5UA) proposal.
- 3.4 The Government Consultation to seek views on the proposals for Greater Essex has launched and will run from 19 November 2025 to 11 January 2026. [Proposals for local government reorganisation in Essex, Southend-on-Sea and Thurrock - GOV.UK.](#)

- 3.5 Key Stakeholders have been alerted to the Consultation, and it has been shared across all MDC communication channels, additionally Members are encouraged to promote the consultation and benefits of the 5UA model.
- 3.6 Alongside this work, officers have also been working with colleagues across Essex on programme structures for delivery of LGR, and particularly focussing on gathering information as set out by the Ministry of Housing, Communities and Local Government (MHCLG) as best practice during the 'pre-minded to' decision time.
- 3.7 An internal officer group, to co-ordinate Essex-wide workstream activity input has been established, and this group will also provide updates to the Member Devolution and LGR Working Group and the Council as required.
- 3.8 As part of the budget setting process, officers have also identified areas where Business as Usual (BAU) resource is likely to be impacted as a result of LGR and are considering where additional resources to support this process may be required. This will be included as part of the annual budget setting process and will be placed before the meeting of the Strategy and Resources Committee on 29 January 2026. At present, all work is being managed within BAU resource.

#### **4. CONCLUSION**

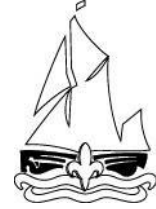
- 4.1 The update is provided to keep Members informed and aware of the Council's input to Devolution and LGR

#### **5. IMPLICATIONS**

- (i) **Impact on Customers** – Not applicable (N/A)
- (ii) **Impact on Equalities** – N/A
- (iii) **Impact on Risk (including Fraud implications)** – N/A
- (iv) **Impact on Resources (financial)** – N/A
- (v) **Impact on Resources (human)** – LGR activity currently draws from existing staff resource and may have delivery implications.
- (vi) **Impact on Devolution / Local Government Reorganisation** – the report shows how we are engaging with devolution and LGR.

Background Papers:

Enquiries to: Cheryl Hughes, Head of Performance, Improvement and LGR



**REPORT of  
DIRECTOR OF LEGAL AND GOVERNANCE (MONITORING OFFICER)**

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**to  
COUNCIL  
11 DECEMBER 2025**

**CONSULTATION RESPONSE – LOCAL GOVERNMENT REORGANISATION**

**1. PURPOSE OF THE REPORT**

- 1.1 To agree a formal response on behalf of Maldon District Council (MDC) to the statutory government consultation on local government reorganisation in Essex.

**2. RECOMMENDATIONS**

- (i) That the Council considers any changes to the draft consultation response at **APPENDIX 1**;
- (ii) That the Council approves the draft consultation response at **APPENDIX 1** subject to any changes agreed under (i);

**3. SUMMARY OF KEY ISSUES**

- 3.1 At the Extraordinary meeting of the Council on 25 September 2025 the Council agreed to support the five unitary model of reorganisation.
- 3.2 As set out in this previous report stage 3 of reorganisation requires a statutory consultation on the proposals. The government has launched a statutory public consultation to consider all the business models that have been submitted.
- 3.3 The Statutory Consultation was launched on 19 November 2025.
- 3.4 The consultation seeks views on the proposals that the Ministry of Housing Communities and Local Government (MHCLG) has received following the Secretary of State's invitation to councils in Essex, Southend-on-Sea and Thurrock to submit proposals for unitary local government for their areas. Members of the public or any member can make individual responses to the consultation at <https://consult.communities.gov.uk/local-government-reorganisation/essex-southend-on-sea-thurrock/>
- 3.5 The consultation closes on 11 January 2026, and it is suggested that a formal response from MDC is provided.
- 3.6 The LGR Working Group met on 24 November 2025 to consider the formal response from MDC. This response is based on the previous decision that the Council supports the five unitary model.

- 3.7 A draft consultation response has been produced, with a copy attached at **APPENDIX 1**. Members are asked to consider any changes to this response and to approve a final draft for submission.

#### **4. CONCLUSION**

- 4.1 The Council has previously agreed to support the five unitary model. As a local authority who will be directly affected by LGR.

#### **5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028**

- 5.1 The Council will continue to deliver the priorities in the Corporate Plan throughout this stage of LGR. There will not be any impact until the transition phase.

#### **6. IMPLICATIONS**

- (i) **Impact on Customers** – None at this stage of LGR process.
- (ii) **Impact on Equalities** – None at this stage of LGR process.
- (iii) **Impact on Risk (including Fraud implications)** – None in relation to this consultation.
- (iv) **Impact on Resources (financial)** – None in relation to this consultation response.
- (v) **Impact on Resources (human)** – None in relation to this consultation.
- (vi) **Impact on Devolution / Local Government Reorganisation** – This statutory public consultation is the latest stage in the devolution process.

Background Papers: Consultation.

Enquiries to: Emma Holmes Director of Legal and Governance



**LOCAL GOVERNMENT REORGANISATION (LGR) ESSEX CONSULTATION  
DRAFT RESPONSE**

Draft responses are highlighted in yellow

1. What is your name?
2. Are you responding as an individual or providing an official response on behalf of an organisation?  
Individual  
Official response on behalf of an organisation  
Member of Parliament
3. Have you been invited to respond as a named consultee?  
Yes  
No
4. In which council area is your address? (if you are responding as an individual this is your home address. If you are responding as an organisation this is your organisation address.)  
Essex County Council  
Southend-on-Sea City Council  
Thurrock Council  
Not in Essex, Southend-on-Sea or Thurrock
5. If you are responding on behalf of an organisation, please let us know the organisation's name:  
Maldon District Council
6. If you are responding on behalf of an organisation, please let us know your position within the organisation:  
Director of Legal and Governance
7. If you are responding on behalf of an organisation, please select the type of organisation from the options below:  
Business  
Education  
Health  
Local government - principal council within the invitation area  
Local government - neighbouring council  
Local government - parish/town council  
Local government - other  
Other public sector  
National body

Police and Fire  
Voluntary sector  
Other

8. What is your email address?

Email Address(Required) [legal.services@maldon.gov.uk](mailto:legal.services@maldon.gov.uk)

**For each of following questions below the options are**

**Strongly Agree**

**Somewhat agree**

**Neither agree or disagree**

**Somewhat disagree**

**Strongly disagree**

**Don't know**

**Consultation for 5 unitary councils:**

West: Uttlesford, Harlow, Epping Forest

North East: Braintree, Colchester, Tendring

Mid: Brentwood, Chelmsford, Maldon

South West: Thurrock, Basildon

South East: Castle Point, Southend, Rochford

1. To what extent do you agree or disagree that the proposal suggests councils that are based on sensible geographies and economic areas?  
**Strongly Agree**
2. To what extent do you agree or disagree that the proposed councils will be able to deliver the outcomes they describe in the proposal?  
**Strongly Agree**
3. To what extent do you agree or disagree that the proposed councils are the right size to be efficient, improve capacity and withstand financial shocks?  
**Strongly Agree**
4. To what extent do you agree or disagree that this proposal will put local government in the area as a whole on a firmer footing, particularly given that some councils in the area are in Best Value Intervention and in receipt of Exceptional Financial Support?  
**Strongly Agree**
5. To what extent do you agree or disagree that the proposed councils will deliver high quality, sustainable public services?  
**Strongly Agree**
6. To what extent do you agree or disagree that the proposal has been informed by local views and will meet local needs?  
**Strongly Agree**
7. To what extent do you agree or disagree that establishing the councils in this proposal will support devolution arrangements, for example, the establishment of a strategic authority?  
**Strongly Agree**
8. To what extent do you agree or disagree that the proposal enables stronger community engagement and gives the opportunity for neighbourhood empowerment?  
**Strongly Agree**

9. If you would like to, please use the free text box to explain the answers you have provided to questions 1-8 referring to the question numbers as part of your answer. You may also use the box to provide any other comments you have on this proposal.

The Five Unitary Model (5UA) meets all the criteria set by Government.

The 5UA model emerged as the best option outperforming alternatives on significant areas such as social care, local fit, service resilience, and strategic potential.

It provides:

- The right scale – Population sizes ranging from around 326,000 to 510,000, achieving economies of scale while maintaining strong resident and community representation;
- Continuity of services – The five proposed new councils will align with existing service footprints in their local areas, bringing together either two (Basildon and Thurrock) or three (all others) current districts, together with services currently provided by Essex County Council (ECC). This reduces the number of Councils being aggregated to a minimum, making future coherence quicker to deliver and reducing consolidation risks.
- Lower transition risk: Reduced disaggregation means smoother implementation and less disruption to residents;
- Clear identity – Each authority is centred around recognisable communities, helping sustain pride and engagement.
- Ability to withstand financial shocks – smaller councils create fewer layers between the 'frontline' and the 'centre'. Messages regarding risks and challenges can be shared more quickly, enabling shocks to be managed more effectively.

This is the only model which has been widely consulted on. Overall, supporters typically described the 5UA structure as "about the right size," citing the potential for improved service delivery, stronger accountability, and more efficient governance.

This model is also supported by the majority of local authorities within Essex. This proposal is the only one which meets the requirement of being supported by the largest cross party collective of local authorities within the Essex area.

The five unitary plan is based on independent analysis, including from the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Social Care Institute for Excellence (SCIE), whose analysis showed that authorities that serve a population of around 326,000 to 510,000 people are large enough to sustain specialist services but small enough to keep decision making and commissioning close to local need.

The five unitary model offers a rare opportunity to build a stronger, more preventative adult social care service – if the scale and structure is right. Authorities within the five unitary model could help shift adult social care towards prevention, independence and meaningful community-based support.

The District Councils Network (DCN) analysis of data covering existing English unitary councils shows the biggest do not outperform their smaller counterparts on either spending or service delivery. On some measures smaller councils outperform larger ones.

Their analysis leads to four key conclusions based on past performance of existing unitary councils:

1. There is little or no evidence to support a preference for large unitary councils and no evidence to support the 500k population level.
2. The bulk of the data analysed shows a non-existent or faint relationship between a council's population and its outcomes.
3. When there is an apparent correlation between population size and outcomes, it more often favours smaller councils.
4. The evidence gives no reason to assume that smaller unitary councils will be less efficient, sustainable or effective due to their size.

In light of this analysis, the 5UA model is the most balanced, deliverable and future-proof option for LGR in Greater Essex. It establishes right-sized councils that reflect natural communities and economic geographies, avoids the disruptive aggregation of existing upper-tier services, and supports greater democratic accountability. It also optimally aligns with the geography of the proposed Mayoral Strategic Authority, facilitating joined-up regional planning while enabling tailored, place-based delivery. While requiring a modestly higher upfront investment, the 5UA model maximises the long-term benefits of local government reorganisation, offering more resilient public services, clearer leadership, and a strong foundation for sustainable growth across Greater Essex. This model best meets all six government criteria and enjoys strong support from councils and residents alike.

**Consultation for 3 unitary councils:**

North: Braintree, Colchester, Tendring, Uttlesford

Mid: Harlow, Epping Forest, Brentwood, Chelmsford, Maldon

South: Thurrock, Basildon, Castle Point, Rochford, Southend

1. To what extent do you agree or disagree that the proposal suggests councils that are based on sensible geographies and economic areas?

**Strongly Disagree**

2. To what extent do you agree or disagree that the proposed councils will be able to deliver the outcomes they describe in the proposal?

**Strongly Disagree**

3. To what extent do you agree or disagree that the proposed councils are the right size to be efficient, improve capacity and withstand financial shocks?

**Strongly Disagree**

4. To what extent do you agree or disagree that this proposal will put local government in the area as a whole on a firmer footing, particularly given that some councils in the area are in Best Value Intervention and in receipt of Exceptional Financial Support?

**Strongly Disagree**

5. To what extent do you agree or disagree that the proposed councils will deliver high quality, sustainable public services?

**Strongly Disagree**

6. To what extent do you agree or disagree that the proposal has been informed by local views and will meet local needs?

**Strongly Disagree**

7. To what extent do you agree or disagree that establishing the councils in this proposal will support devolution arrangements, for example, the establishment of a strategic authority?

**Strongly Disagree**

8. To what extent do you agree or disagree that the proposal enables stronger community engagement and gives the opportunity for neighbourhood empowerment?

**Strongly Disagree**

9. If you would like to, please use the free text box to explain the answers you have provided to questions 1-8 referring to the question numbers as part of your answer. You may also use the box to provide any other comments you have on this proposal.

**The 3 unitary model is not the best option for the population of Maldon.**

**The 3 unitary model is not the right scale. The large size of each authority results in a greatly weakened resident and community representation. The size of the proposed areas would become some of the largest in the country.**

The high level of disaggregation for this model risks more complex implementation over the short time frame and may mean disruption to residents.

This groupings of authority areas have a less clear identity. Each authority area has a diverse range of communities with no clearly defined link between them. This does not allow residents to recognise the area of which they live and identify with the area in which they live. This will reduce pride and engagement with the new authority area.

There is no clear evidence that there will be any financial benefits or strengths in authorities of such a large size. Indeed, the authorities which consistently show best value for money are of a smaller size.

The District Councils Network (DCN) analysis of data covering existing English unitary councils shows the biggest do not outperform their smaller counterparts on either spending or service delivery.

Their analysis leads to four key conclusions based on past performance of existing unitary councils:

1. There is little or no evidence to support a preference for large unitary councils and no evidence to support the 500k population level.
2. The bulk of the data analysed shows a non-existent or faint relationship between a council's population and its outcomes.
3. When there is an apparent correlation between population size and outcomes, it more often favours smaller councils.

The 3 unitary model is unlikely to deliver any significant benefits to residents on the basis of size.

This proposal has limited support from other authorities in Greater Essex. This weakens the credibility of the proposal and fails to meet the expectation of a collective view.

**Consultation on the Proposal from Rochford District Council for 4 unitary councils:**

North: Braintree, Colchester, Tendring

West: Epping Forest, Harlow, Uttlesford

Central: Brentwood, Chelmsford, Maldon, Rochford

South: Basildon, Castle Point, Southend, Thurrock

1. To what extent do you agree or disagree that the proposal suggests councils that are based on sensible geographies and economic areas?  
**Strongly Disagree**
2. To what extent do you agree or disagree that the proposed councils will be able to deliver the outcomes they describe in the proposal?  
**Strongly Disagree**
3. To what extent do you agree or disagree that the proposed councils are the right size to be efficient, improve capacity and withstand financial shocks?  
**Strongly Disagree**
4. To what extent do you agree or disagree that this proposal will put local government in the area as a whole on a firmer footing, particularly given that some councils in the area are in Best Value Intervention and in receipt of Exceptional Financial Support?  
**Strongly Disagree**
5. To what extent do you agree or disagree that the proposed councils will deliver high quality, sustainable public services?  
**Strongly Disagree**
6. To what extent do you agree or disagree that the proposal has been informed by local views and will meet local needs?  
**Strongly Disagree**
7. To what extent do you agree or disagree that establishing the councils in this proposal will support devolution arrangements, for example, the establishment of a strategic authority?  
**Strongly Disagree**
8. To what extent do you agree or disagree that the proposal enables stronger community engagement and gives the opportunity for neighbourhood empowerment?  
**Strongly Disagree**



9. If you would like to, please use the free text box to explain the answers you have provided to questions 1-8 referring to the question numbers as part of your answer. You may also use the box to provide any other comments you have on this proposal.

The 4 unitary model Rochford proposal is not the best option for the population of Maldon.

The split of areas within the model does not provide a logical grouping of district authority areas into the new proposed unitary authorities.

Placing Maldon District Council with Rochford District Council is not a natural fit. Rochford District Council is separated from the Maldon District area by the River Crouch. Maldon District Council has actively participated in North East Essex Groups and has an identity with these authorities of which Rochford is not one.

The groupings of areas have no clear identities. Each authority area has a diverse range of communities with no clearly defined link between them. This does not allow residents to recognise the area of which they live and identify with the area in which they live. This will reduce pride and engagement with the new authority area.

There is no clear evidence that there will be any financial benefits or strengths in authorities of such a large size. Indeed, the authorities which consistently show best value for money are of a smaller size.

The statutory criteria require proposals to demonstrate broad agreement among councils and reflect local needs informed by consultation.

**Consultation on the Proposal from Thurrock Council for 4 unitary councils:**

West: Harlow, Epping Forest, Brentwood, Thurrock

North: Uttlesford, Braintree, Chelmsford

East: Maldon, Colchester, Tendring

South: Basildon, Castle Point, Southend, Rochford

1. To what extent do you agree or disagree that the proposal suggests councils that are based on sensible geographies and economic areas?  
**Strongly Disagree**
2. To what extent do you agree or disagree that the proposed councils will be able to deliver the outcomes they describe in the proposal?  
**Strongly Disagree**
3. To what extent do you agree or disagree that the proposed councils are the right size to be efficient, improve capacity and withstand financial shocks?  
**Strongly Disagree**
4. To what extent do you agree or disagree that this proposal will put local government in the area as a whole on a firmer footing, particularly given that some councils in the area are in Best Value Intervention and in receipt of Exceptional Financial Support?  
**Strongly Disagree**
5. To what extent do you agree or disagree that the proposed councils will deliver high quality, sustainable public services?  
**Strongly Disagree**
6. To what extent do you agree or disagree that the proposal has been informed by local views and will meet local needs?  
**Strongly Disagree**
7. To what extent do you agree or disagree that establishing the councils in this proposal will support devolution arrangements, for example, the establishment of a strategic authority?  
**Strongly Disagree**
8. To what extent do you agree or disagree that the proposal enables stronger community engagement and gives the opportunity for neighbourhood empowerment?  
**Strongly Disagree**

9. If you would like to, please use the free text box to explain the answers you have provided to questions 1-8 referring to the question numbers as part of your answer. You may also use the box to provide any other comments you have on this proposal.

The 4 unitary model Thurrock proposal is not the best option for the population of Maldon.

The split of areas within the model does not provide a logical grouping of district authority areas into the new proposed unitary authorities.

Placing Maldon District Council with Tendring and Colchester is not a natural fit. While these are all coastal authorities the variance in communities does not allow for sense of community in the proposed new areas. Maldon District Council has strong links with Chelmsford City Council. As a neighbouring authority with whom Maldon shares its largest land boundary Chelmsford City Council fits naturally with Maldon District. This model removes this well-established connection.

There is no clear evidence that there will be any financial benefits or strengths in authorities of such a large size. Indeed, the authorities which consistently show best value for money are of a smaller size.

The statutory criteria require proposals to demonstrate broad agreement among councils and reflect local needs informed by consultation.

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**REPORT of  
DIRECTOR OF LEGAL AND GOVERNANCE**

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**to  
COUNCIL  
11 DECEMBER 2025**

**SCHEDULE OF MEETINGS 2026 / 27**

**1. PURPOSE OF THE REPORT**

- 1.1 A draft Schedule of Meetings for the 2026 / 27 municipal year is presented for the Council's consideration.

**2. RECOMMENDATION**

That the Schedule of Meetings for the 2026 / 27 municipal year be approved as set out at **APPENDIX 1**.

**3. SUMMARY OF KEY ISSUES**

- 3.1 Since February 2019, Maldon District Council has been working to an agreed six weekly cycle.
- 3.2 The draft schedule options have been largely prepared in accordance with the above cycle. Please note that the Joint Standards, Licensing, Licensing Sub and Investigating & Disciplinary Committees and the Appointments Board, are not included as meetings of these are arranged as and when required.
- 3.3 The requirements and suggestions of the Senior Leadership Team and other lead Officers have been included within this schedule.
- 3.4 **Planning meetings**
- 3.4.1 At its meeting on 13 November 2025, the Performance, Governance and Audit Committee (PGA) considered a report from the PGA Working Group which sought review of the Council's planning committee arrangements in light of the Planning Infrastructure Bill.
- 3.4.2 PGA agreed that no changes be made to the Council's Governance arrangements in respect of Area or District Planning Committees.
- 3.5 **Area Planning Committee meetings** – so far as possible, the Area Planning Committees are on a four-weekly cycle and held on consecutive weeks.
- 3.6 **District Planning Committee meetings** – This schedule includes provision for meetings of the District Planning Committee to meet the requirement to determine applications of 'development of strategic and major interest'. It should be noted that these meetings are provisional dates, and confirmation will be provided nearer the meeting date.

- 3.7 **Overview and Scrutiny Committee meetings** – As previously requested by the Overview and Scrutiny Committee Working Group, this schedule includes provision for meetings of the Overview and Scrutiny Committee. These meetings are provisional dates, and confirmation will be provided nearer the time.
- 3.8 **Recess** – With the exception of Planning Committees, there is a four-week recess in August, a three-week recess Christmas and two weeks at Easter. These recesses have been planned to fall during school holiday dates as advertised by Essex County Council.

#### 4. CONCLUSION

- 4.1 It is considered that the schedule option attached as **APPENDIX 1** represents a framework for meetings of the Council and its Committees.

#### 5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

- 5.1 An efficient and effective committee structure supports the Council's priorities as set out in the Corporate Plan 2025 – 28.

#### 6. IMPLICATIONS

- (i) **Impact on Customers** – None.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk (including Fraud implications)** – None.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on Devolution / Local Government Reorganisation** - None.

Background Papers: None.

Enquiries to: Emma Holmes, Director of Legal and Governance

## SCHEDULE OF MEETINGS 2026 / 27

**KEY:**

CAC.....Central Area Planning Committee  
 DP .....District Planning Committee  
 LIC.....Licensing Committee  
 NW .....North Western Area Planning Committee  
 O&S.....Overview & Scrutiny Committee

O&S CRIME.....O&S meeting as the Crime and Disorder Committee  
 PGA ..... Performance, Governance and Audit Committee  
 S&R ..... Strategy and Resources Committee  
 SE ..... South Eastern Area Planning Committee

STANDARDS .. Joint Standards Committee  
 [ ] .....Number of weeks since last meeting  
 NB DAY ...Change to the day of the week Council / Committee meeting is normally held on

Monday	27	1	6	10	14
Tuesday	28	2	7	11	15
Wednesday	29	3 CAC [7]	8	12 NW [4]	16 SE [4]
Thursday	30	4 PGA [13]	9	13	17 PGA [9]
Friday	1	5	10	14	18
Monday	4 BANK HOLIDAY	8	13	17	21
Tuesday	5	9	14	18	22
Wednesday	6	10 DP (Provisional) [15]	15 NW [4]	19 SE [4]	23 CAC [4]
Thursday	7 ELECTIONS	11 S&R [13]	16 PGA [6]	20	24 S&R [9]
Friday	8	12	17	21	25
Monday	11	15	20	24 BANK HOLIDAY	28
Tuesday	12	16	21	25	29
Wednesday	13	17 NW [4]	22 SE [4]	26 CAC [4]	30
Thursday	14 STAT. ANN. COUNCIL	18 O&S (Provisional)	23 S&R [6]	27	1
Friday	15	19	24	28	2
Monday	18	22	27	31 BANK HOLIDAY	5
Tuesday	19	23	28	1	6
Wednesday	20 NW [7]	24 SE [4]	29 CAC [4]	2 DP (Provisional) [13]	7 NW [4]
Thursday	21	25	30	3 O&S (Provisional) [11]	8 O&S CRIME
Friday	22	26	31	4	9
Monday	25 BANK HOLIDAY	29	3	7	12
Tuesday	26	30	4	8	13
Wednesday	27 SE [7]	1 CAC [5]	5	9 NW [4]	14 SE [4]
Thursday	28	2 COUNCIL [7]	6	10 COUNCIL [10]	15
Friday	29	3	7	11	16

RECESS – No MDC Meetings (except planning)	MDC Council meetings	Bank Holiday	LGA Conference	School Holidays	No MDC Meetings
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Monday	19		30		11		22	5	
Tuesday	20		1		12 NW [6] NB DAY		23	6	
Wednesday	21 CAC [4]		2 NW [4]		13 SE [5]	FEBRUARY	24 DP (Provisional) [13]	7 SE [4]	
Thursday	22 <b>COUNCIL</b> [6]		3 O&S (Provisional) [13]		14		25 O&S CRIME (20)	8	
Friday	23		4		15		26	9	
Monday	26		7		18		1	12	
Tuesday	27		8		19		2	13	
Wednesday	28		9 SE [4]		20 CAC [5]		3 NW [4]	14 CAC [4]	
Thursday	29		10 <b>COUNCIL</b> [7]		21 PGA [11]		4 O&S (Provisional) [13]	15	
Friday	30		11		22		5	16	
Monday	2		14		25		8	19	
Tuesday	3		15		26		9	20	
Wednesday	4 NW [4]		16 CAC [4]		27		10 SE [4]	21	
Thursday	5		17		28 S&R (BUDGET) [11]		11 PGA [7]	22	
Friday	6		18		29		12	23	
Monday	9		21		1		15	26	
Tuesday	10		22		2		16	27	
Wednesday	11 SE [4]		23		3 NW [3]	MARCH	17 CAC [4]	28	
Thursday	12 PGA [7]		24		4 S&R		18 S&R [6]	29	
Friday	13		25 CHRISTMAS DAY		5		19	30	
Monday	16		28 BOXING DAY (Substitute Day)		8		22	3 BANK HOLIDAY	
Tuesday	17		29		9		23	4	
Wednesday	18 CAC [4]		30		10 SE [4]		24	5	
Thursday	19 S&R [8]		31		11 <b>COUNCIL (BUDGET)</b> [9]		25 <b>COUNCIL</b> [6]	6 <b>ELECTIONS?</b>	
Friday	20		1 NEW YEAR'S DAY		12		26 GOOD FRIDAY	7	
Monday	23		4		15		29 EASTER MONDAY	10	
Tuesday	24		5		16		30	11	
Wednesday	25 DP (Provisional) [12]		6		17 CAC [4]		31 NW [4]	12	
Thursday	26 S&R (BUDGET)		7		18		1	13 <b>STAT. ANN. COUNCIL</b> (date may need to change once date of Elections is confirmed)	
Friday	27		8		19	APR	2	14	

	RECESS – No MDC Meetings (except planning)		MDC Council meetings		Bank Holiday		LGA Conference		School Holidays		No MDC Meetings
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