

**MINUTES of
PLANNING AND LICENSING COMMITTEE
7 MARCH 2019**

PRESENT

Chairman	Councillor Mrs P A Channer, CC
Vice-Chairman	Councillor A K M St. Joseph
Councillors	B S Beale MBE, R G Boyce MBE, A S Fluker, R Pratt, CC, S J Savage and Mrs M E Thompson

924. CHAIRMAN'S NOTICES

The Chairman drew attention to the list of notices published on the back of the agenda.

925. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor M R Pearlman.

926. MINUTES OF THE LAST MEETING

RESOLVED that the Minutes of the meeting of the Committee held on 24 January 2019 be approved and confirmed.

927. DISCLOSURE OF INTEREST

Councillor R Pratt disclosed a non-pecuniary interest as a Member of Essex County Council who were a consultee on a number of the reports due for consideration and any other matters arising which mentioned them.

Councillor S J Savage disclosed a non-pecuniary interest in Agenda Item 11 – Update on Planning Enforcement as he was a friend of one of the persons involved in an enforcement case detailed.

Councillor Mrs P A Channer disclosed a non-pecuniary interest in all matters as an Essex County Councillor and any matters pertaining to them.

928. PUBLIC PARTICIPATION

No requests had been received.

929. SECTION 106 AGREEMENTS - SIX MONTHLY UPDATE

The Committee considered the report of the Director of Strategy, Performance and Governance updating Members on Section 106 Agreements (S106) and a report considered by the Overview and Scrutiny Committee at its meeting on 27 February 2019.

The report provided details to demonstrate the Council's preparation in terms of monitoring S106, forecasting S106 income and preparing Project Initiation Documents (PIDs) for all projects. It was noted that regular meetings and communications were in place with all service managers and a communication channel between the Council, NHS England and Essex County Council (ECC) had been set up to ensure that all relevant information on S106 income was provided as soon as it became available. Officers had also requested that ECC set up an infrastructure delivery programme to Education and Highways for the District as the importance of encouraging and participating in regular meetings with external stakeholders was noted. This was to ensure that the District's key infrastructure was included and programmed for delivery as soon as funds became available.

A lengthy debate ensued, during which the following points were raised and where appropriate information provided by the Director of Strategy, Performance and Governance:

- Concern was raised regarding the allocation of some of the contributions detailed within Appendix 1 to the report and whether the use of these contributions was appropriate. In response the Director of Strategy, Performance and Governance advised that contributions were agreed through negotiation and linked to recommendations from statutory bodies who oversee such matters. He advised that what was reported could not be changed but Officers would look at how such contributions were dealt with in the future.
- Project H3 Provision of healthcare projects within the GP catchment area of Southminster (digitalisation of the records for the Trinity Medical Practice) - This project was discussed and reference was made to the S106 being for the provision of healthcare facilities in the village of Southminster and concern was raised regarding how this related to the digitalisation of medical records. In response, the Director of Strategy, Performance and Governance advised that the digitalisation was to free up space within the practice which could then be used to see additional patients.
- Project A6 Provision / maintenance of allotments in Burnham-on-Crouch – it was questioned whether the sum of £8,000 was sufficient for an allotment and its ongoing maintenance. The Director of Strategy, Performance and Governance advised he was happy to look at individual sums and would respond in writing to Members in respect of this.
- Some concern was raised regarding education and the provision of school places, in particular the need for ECC to review the cumulative impact of developments in the same areas rather than consider them individually. Reference was made to persons having moved into an area and being told no places were available in the local school and how other local schools which did have capacity had funding issues around recruiting new staff. Councillor Mrs Channer reported that ECC held meetings with planning portfolio holders, cabinet members, Committee Chairmen of Essex Authorities and lead officers

regarding matters to do with planning. The issue of responses from Education regarding School places looking at the cumulative impact had arisen and was being considered. The Director of Strategy, Performance and Governance reported that in addition, the Council was in discussion with the County Council to review its process and the way that figures were estimated to ensure that the correct schedule was in place. The Director of Strategy, Performance and Governance advised that a S106 would determine whether allocations in respect of education related to first occupation or prior to this.

- Reference was made to comments raised by the Overview and Scrutiny Committee when it considered the report on S106 at its last meeting. The Director of Strategy, Performance and Governance reported that the meeting took place following dispatch of the agenda for this meeting and that was why the Minutes with details of discussions that took place were not included with these papers.
- In response to further concern raised regarding Southminster GP Surgery as the lease on the current building was expiring, the Director of Strategy, Performance and Governance advised that the Council had regular meetings with the NHS and he agreed to raise this matter at the next meeting.

The Director of Strategy, Performance and Governance was requested to investigate and report back on:

- allocation of the community sum at Burnham-on-Crouch West;
- S106 monies from Thedhams farm which were to help provide a medical centre in Southminster and in addition, what could be done to assist the new building as the NHS had indicated it was not prepared to fund the services required in the new building.
- Whether the S106 monies relating to the Trinity GP practice, Mayland had been spent.

The Chairman of the Committee advised that in light of the queries raised by Members she would raise these with the Chairman of the Overview and Scrutiny Committee to highlight concerns raised by both Committees. The Director of Strategy, Performance and Governance advised that he could also raise matters with the Director of Resources who was the lead Director for the Overview and Scrutiny Committee. At this point the Chairman referred to Members reviewing the Minutes of the Overview and Scrutiny Committee.

In response to a question regarding consultation, the Director of Strategy, Performance and Governance highlighted the consultation process which had been undertaken in relation to S106 and agreed to circulate this to Members outside of the meeting.

Councillor R Pratt disclosed a non-pecuniary interest in this item of business as the Chairman of a Primary School in Burnham-on-Crouch.

The Committee asked that its thanks be conveyed to Mr Chowdhury, S106 / Community Infrastructure Levy Monitoring Officer for the huge amount of good work he had done on S106.

RESOLVED

- (i) that the contents of the report be noted;
- (ii) that the comments raised by Members (as set out above) be noted by Officers and responded to, where appropriate.

930. LOCAL DEVELOPMENT SCHEME 2019 - 2011

The Committee considered the report of the Director of Strategy, Performance and Governance seeking Members' agreement to update the Council's Local Development Scheme (LDS) (attached as Appendix 1 to the report). It was noted that the new scheme would replace that approved by the Council in February 2018 and consider the timetable for the progression of supplementary planning documents and other planning policy documents required to help delivery of the Local Development Plan (LDP) until 2021.

The report set out the Council's requirement under the Planning and Compulsory Purchase Act 2004 (as amended) to prepare and maintain a LDS which would set out the programme for the preparation of Local Development Documents, including Supplementary Planning Documents, as well as development briefs, evidence base documents and the Community Infrastructure Levy.

RESOLVED

- (i) That the contents of the Local Development Scheme be approved.

RECOMMENDED

- (ii) That the Local Development Scheme (attached as **APPENDIX 1** to these Minutes) be approved as the project plan for key planning policy documents until February 2021.

931. ECONOMIC DEVELOPMENT UPDATE

The Committee considered the report of the Director of Strategy, Performance and Governance providing an update to Members on key issues relating to Economic Development and an opportunity for feedback and input. Appendix 1 to the report provided an update on the activity of various economic development workstreams.

When presenting the report, the Director of Strategy, Performance and Governance advised that future reports would focus on the key strategic developments aligned to the new Corporate Plan.

In response to a question regarding the meaning of 'town centre commission' detailed in item 6.1 of the appendix to the report, the Director of Strategy, Performance and Governance advised that this was a phrase and referred to a committee / group / commission. He advised however, that this activity had been overtaken by the work of the Maldon and Heybridge Central Area Masterplan.

The Director of Strategy, Performance and Governance advised that a report on Tourism would be included in the next economic development update.

In response to a question regarding the Sense of Place Board, the Director of Strategy, Performance and Governance and Councillor Mrs P A Channer (who sat on the Board as Chairman of this Committee) provided Members with an update on the Board and the ongoing work to reinvigorate its work and improve its objectives which would also help the Council achieve its own objectives in terms of prosperity.

RESOLVED that the contents of the report be noted.

932. MALDON DISTRICT SKILLS STRATEGY

The Committee considered the report of the Director of Strategy, Performance and Governance seeking Members approval for the Maldon District Skills strategy (attached as Appendix A to the report), updated following a period of public consultation. Appendix B to the report provided a summary of the consultation responses and amendments made to the Skills Strategy.

The Skills Strategy sets out the skills challenges and the proposed actions to meet the skills needs of businesses, alongside maximising the opportunities for young people and those already in the labour market in the District between 2018 and 2023. The report sets out the objectives of producing the Strategy, its priorities and expected outcomes. The Chairman highlighted the importance of engaging with schools and that the Council should be looking to engage further with young people and primary schools to give them aspirations and highlight what would be available for the future.

In response to questions the Director of Strategy, Performance and Governance agreed to report back to the Committee on the following matters:

- the correlation between the working age population and over 65s approaching 29% of the population (as set out in section 1 of the appendix).
- How many over 65s were obliged to go out to work because of pensions being so low.

RESOLVED

- (i) That the Maldon District Skills Strategy, as updated following stakeholder and public consultation, be approved.

RECOMMENDED

- (ii) That the Maldon District Skills Strategy 2018 – 2023 (attached as **APPENDIX 2** to these Minutes), be adopted.

933. LOCAL DEVELOPMENT PLAN IMPLEMENTATION - MALDON AND HEYBRIDGE CENTRAL AREA MASTERPLAN

The Committee considered the report of the Director of Strategy, Performance and Governance providing an update on the work of the Maldon and Heybridge Central Area Masterplan Delivery Group (Masterplan Delivery Group).

Mrs Longman, Specialist – Local Plan, was in attendance and presented the report to the Committee. It was noted that the report provided an update on progress taking forward the objectives and identified projects set out in the Maldon and Heybridge Central Area Masterplan Supplementary Planning Document (SPD) and current project activity. A list of projects prioritised for the first year from March 2018 to April 2019 was detailed.

Appendix 1 to the report detailed the Masterplan Programme which set out specific timelines against project activities, priorities and critical path maps where key decisions must be taken and where Member briefings / Committee reports were required to make these decisions. The Masterplan Programme also informed the TEN (performance and risk management system) report on the Key Corporate Activities.

It was noted that good progress had been made on project priority and activity in the first year since adoption of the Maldon and Heybridge Central Area Masterplan SPD. The Council's website informed local community, interested groups and the business community and was an effective platform to become involved in the progress of Masterplan projects where required.

In response to a comment regarding the Council having previously set up a corporate project board and whether this board had ever met, the Director of Strategy, Performance and Governance agreed to investigate this and the governance arrangements put in place and advise Members accordingly.

The Committee discussed future reports on the Maldon and Heybridge Central Area Masterplan and it was agreed that the next report should be brought to the meeting scheduled for 5 September 2019 prior to the change in Committee structure, recently agreed by the Council.

The Committee thanked Mrs Longman for all her hard work on the Maldon and Heybridge Central Area Masterplan.

RESOLVED

- (i) that the update on the Maldon and Heybridge Central Area Masterplan be noted;
- (i) that a further update on the work of the Maldon and Heybridge Central Area Masterplan Delivery Group be reported to this Committee at its meeting on 5 September 2019.

934. UPDATE ON PLANNING ENFORCEMENT

The Committee considered the report of the Director of Strategy, Performance and Governance providing an update on planning enforcement matters and statistical data for September – November 2018. It was noted that the Area Planning Committees

received six monthly enforcement updates where queries regarding specific enforcement cases could be raised.

In his presentation of the report, the Director of Strategy, Performance and Governance advised how the Corporate Fraud and Enforcement Team were now operating at full capacity and this had resulted in an improvement in the number of planning enforcement cases being resolved. He drew Members' attention to the level of activity and number of cases dealt with recently, set out in the report.

In response to a question regarding individual case information being detailed in the report, Members were advised that these cases were in the public domain and full details had been previously published.

Councillor Mrs P A Channer reported that following a recent meeting of the Area Planning Committee Chairmen, Ms Berna Casey, Committee Services Advisor was looking at dates for future enforcement meetings for each of the Area Planning Committees. Councillor Mrs Channer advised that when held previously these had provided greater opportunity for Members to raise detailed questions in relation to specific cases as discussions were held in private session.

The Committee asked that its congratulations be passed to the Corporate Fraud and Enforcement Team for their continued hard work.

It was agreed that a further report on enforcement would be received by the Committee in three months' time (June 2019).

RESOLVED that the contents of the report be noted with a further update provided in three months (June 2019).

There being no further items of business the Chairman closed the meeting at 8.35 pm.

MRS P A CHANNER, CC
CHAIRMAN

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**MALDON DISTRICT COUNCIL
LOCAL DEVELOPMENT SCHEME
February 2019 – February 2021**



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Introduction

1. The Planning and Compulsory Purchase Act 2004, as amended by the Localism Act 2011, requires local planning authorities to prepare and maintain a Local Development Scheme (LDS). The purpose of the LDS is to set out the subject matter, area to be covered and timetable for the preparation and revision of local development documents, including Supplementary Planning Documents (SPDs) as well as other planning policy documents such as development briefs, Conservation Area character appraisals and LDP evidence base documents.
2. In essence, it is a project plan setting out the timetable for work to be undertaken from February 2019 until February 2021. It sets out details of the documents that will be given priority during this period.
3. This LDS has been prepared having regard to the Localism Act 2011, the Government's National Planning Policy Framework (NPPF) 2018, and the Town and Country Planning (Local Planning) (England) Regulations 2012 and the Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017.
4. Unlike previous related regulations, the Local Planning Regulations 2012 do not contain any specific provisions relating to the preparation of the LDS, giving councils the freedom to report the information that they think most relevant to local people, while maintaining the requirement to keep the public informed about the status of planning documents. In particular, local planning authorities are no longer required to submit the LDS to the Secretary of State.
5. This LDS document will:
 - Provide details on Supplementary Planning Documents, other planning policy documents and Evidence Base documents that the Council intends to produce and a timetable for their preparation up to February 2021;
 - Outline the 'Milestones' to be achieved as part of the process leading to the adoption of the various documents;
 - Provide information on the Authority Monitoring Report;
 - Set out details on the approved Local Development Plan policies that are used to assess planning applications; and
 - Set out the resources available and any constraints.
6. It is important that plans for the future development of the District are produced in a timely and efficient manner. If not, development which is crucial to the social, economic and environmental well-being of the District and its residents may be delayed, the co-ordination of development and infrastructure provision may be difficult to achieve and it puts at risk the Council's ability to defend planning decisions at appeals.

Maldon District Development Plan

7. The Maldon District Local Development Plan (LDP) together with the Essex Minerals and Waste Local Plans and any 'made' neighbourhood plans are part of the Development Plan for the District. All planning applications should be in accordance with the Development Plan unless material considerations indicate otherwise.

Maldon District Local Development Plan

8. On the 21 July 2017, the Secretary of State Approved the Maldon District Local Development Plan (LDP). The LDP includes the following components:

- The spatial strategy for future growth within the District over the next 15 years;
 - Strategic development policies;
 - Development management policies; and
 - Land use allocations.
9. The diagram at **Appendix 1** sets out how the LDP sits within the hierarchy of planning policy and supporting documents. The Policies Map supports the LDP, but does not form part of it.
10. On approval, the LDP replaced the 'Saved Policies' in the Replacement Local Plan (2005) and became the development plan document for the District. The approved LDP policies are listed in **Appendix 2**.
11. The LDP will be monitored annually and by July 2022 the Council will complete an assessment of the LDP to identify whether a full or partial review is required. This will ensure that the policies remain relevant and and are effective.

Essex Minerals and Waste Local Plans

12. It should be noted that Essex County Council is the Minerals and Waste Planning Authority for Essex. The Essex Replacement Minerals Local Plan was adopted on the 8 July 2014 and the Replacement Waste Local Plan was adopted on the 11 July 2017.

Neighbourhood Plans

13. Although not produced by the Council, the Burnham-on-Crouch Neighbourhood Plan was 'made' by the Council on the 7 September 2017. Several other Neighbourhood Plans are in the pipeline. Further information on their progress can be found on the Council's website www.maldon.gov.uk
14. The LDP is supplemented by the following documents:
- a) Community Infrastructure Levy
 - b) Supplementary Planning Documents
 - c) Masterplans, Development Briefs and Design Codes
 - d) Conservation Area Appraisals
 - e) Statement of Community Involvement
 - f) Authority Monitoring Report
 - g) Evidence base

These are discussed in more detail below.

Community Infrastructure Levy

15. The Community Infrastructure Levy (CIL) was introduced by the Planning Act 2008 and defined in the CIL Regulations 2010 (as amended). CIL is a locally set charge on new development that the Council will implement across the District. It is based on the size and type of development and once set in an area is mandatory to be paid and non-negotiable. The funds raised must be used to provide infrastructure which is required to support new development across the area.
16. CIL must be informed by an Infrastructure Delivery Plan and a Whole Plan Viability Assessment. Both were published in 2014 and were subject to scrutiny at the LDP examination, although neither forms part of the LDP.
17. CIL rates are published within a Draft Charging Schedule. The CIL Regulations 2010 (as amended) currently require two stages of consultation to be undertaken before the Draft Charging Schedule can be submitted to government.

18. Consultation for the first stage - the Preliminary Draft Charging Schedule - was undertaken in January - March 2014. Consultation on the second stage - the Draft Charging Schedule - presented the CIL rates which the Council intended to submit for Examination in June - July 2014.
19. It is important that CIL is based on up-to-date evidence. As a result of the delay in the Local Development Plan being approved, the Council decided to review the evidence base to ensure they provide a sound foundation for a Levy. In the meantime the Government have proposed changes to the CIL Regulations. Therefore work on the Maldon CIL is not expected to recommence until the new legislation is published. However, another consultation will be required before the Draft Charging Schedule is submitted, expected to be Summer/Autumn 2019.
20. An examination into the Council's Draft Charging Schedule will then need to take place. This is largely reliant on the availability of a Planning Inspector, but a realistic timeframe is Autumn 2019/Winter 2020.

Document Title	Community Infrastructure Levy Charging Schedule
Role and Content	To establish a charging schedule for the application of a community infrastructure levy on new development
Coverage	Maldon District
Timetable	Consultation: Summer/Autumn 2019 Examination: Autumn 2019/Winter 2020 Adoption: Spring 2020
Chain of Conformity	<ul style="list-style-type: none"> • Relevant Planning Acts and Regulations • National Planning Policy Framework and Planning Practice Guidance • Maldon District Corporate Plan (2019 - 2023) • Local Development Plan • Infrastructure Delivery Plan • Whole Plan Viability assessment
Resource	<ul style="list-style-type: none"> • Local Plans team; • Other Council Officers; • Co-operation with neighbouring local planning authorities; • Co-operation with relevant stakeholders including infrastructure providers; • Use of technology and web-based communication to assist with consultation; and • Consultancy support to develop, review and update the evidence base and aid with the examination.

Table 1: Community Infrastructure Levy Charging Schedule - Summary

Supplementary Planning Documents

21. Supplementary Planning Documents (SPDs) can be produced to build upon and provide more detailed guidance on the policies in the Local Development Plan. SPDs are not subject to independent examination, but are subject to public consultation lasting 6 weeks. On adoption, SPDs will have material weight in decision-making on planning applications.
22. The Council adopted two Supplementary Planning Guidance documents and five SPDs between 2005 – 2007 (in Table 2). Over the last 10 or so years national and local policy has changed significantly. In the last year the Affordable Housing Guide and the Vehicle Parking Standards SPD have been formally revoked and replaced by new SPD's. The five

outstanding documents will be reviewed in 2019 to establish whether their content remains relevant. A formal decision whether to revoke, retain or update these documents will be made by Council in September 2019.

Title	Year of Adoption
Developer Contributions Guide	2006
Children’s Play Spaces	2006
Accessibility to Buildings	2006
Sadd’s Wharf	2007
Heybridge Basin Timber Yard	2007

Table 2: Existing Supplementary Planning Guidance/Documents

23. Seven SPD’s were adopted in 2017-2018.

Title	Year of Adoption
Maldon and Heybridge Central Area Masterplan	2017
Maldon District Design Guide	2017
South Maldon Garden Suburb Masterplan	2018
Renewable and Low Carbon Technologies	2018
Specialist Needs Housing	2018
Vehicle Parking Standards	2018
Affordable Housing and Viability	2018

Table 3: Existing Supplementary Planning Documents

24. The Council proposes to introduce two new Supplementary Planning Documents (see Table 4 overleaf).

Maldon District Green Infrastructure Strategy	
Role and Content	To provide a vision statement, concept plan, core principles and priority action plan to enhance the District’s green infrastructure network, in accordance with LDP Policies N1-N3.
Coverage	Maldon District
Timetable	<ul style="list-style-type: none"> December 2018 – January 2019 Consultation Draft March 2019 – Approval of Final SPD
Essex Coast Recreational disturbance Avoidance Mitigation Strategy	
Role and Content	<ul style="list-style-type: none"> To set out the approach to securing mitigation necessary to protect the Habitats sites of the Essex Coast from increased recreation pressure associated with new housing in accordance with LDP Policies N1 and N2 To identify the level of financial contribution to be sought from residential development; To set out how and when the Council expects financial contributions to be delivered.

Coverage	Basildon, Braintree, Brentwood, Castle Point, Chelmsford, Colchester, Maldon, Rochford, Southend, Tendring and Thurrock local authority areas
Timetable	<ul style="list-style-type: none"> • June 2019 – Consultation Draft • November 2019 – Approval of Final SPD
Chain of Conformity for both SPDs	<ul style="list-style-type: none"> • Relevant Planning Acts and Regulations • National Planning Policy Framework and Planning Practice Guidance • Maldon District Corporate Plan (2019 - 2023) • Local Development Plan • Evidence Base
Resource for both SPDs	<ul style="list-style-type: none"> • Consultants to develop the SPDs; • Local Plans team; • Other Council Officers; • Co-operation with neighbouring local planning authorities; • Co-operation with relevant stakeholders; and • Use of technology and web-based communication to assist with consultation.

Table 4: Proposed Supplementary Planning Documents

Masterplans, Development Briefs and Design Codes

25. Table 5 shows the masterplans and design codes that have been endorsed by the Council for use in the consideration of planning applications.

Title	Status
North Heybridge Garden Suburb Strategic Masterplan Framework	Endorsed by Council – October 2014
North Heybridge Garden Suburb Strategic Design Code	Endorsed by Council - February 2017
South Maldon Garden Suburb Strategic Design Code	Endorsed by Council – March 2016

Table 5: Master Plans and Design Codes

26. The Maldon and Central Area Masterplan SPD identifies several projects to deliver the objectives for the Masterplan area. A key project is to produce the North Quay Development Brief to guide the design and development of land in this part of The Causeway, Heybridge.

Title	North Quay Development Brief
Role and Content	To guide the development and regeneration proposals of employment generating mixed-use development within the North Quay area.
Coverage	North Quay, The Causeway and Heybridge Creek
Timetable	<ul style="list-style-type: none"> • September 2019 – Consultation Draft • December 2019 – Approval of Final Brief
Chain of Conformity	<ul style="list-style-type: none"> • Relevant Planning Acts and Regulations • National Planning Policy Framework and Planning Practice Guidance • Maldon District Council Corporate Plan (2019 - 2023) • Local Development Plan • Maldon and Heybridge Central Area Masterplan SPD • Evidence Base
Resource	<ul style="list-style-type: none"> • Local Plans team; • Other Council Officers; • Co-operation with relevant stakeholders including landowners, developers, infrastructure providers; and • Use of technology and web-based communication to assist with consultation;

Conservation Area Character Appraisals

- 27. There are 14 conservation areas in the District. Twelve have a character appraisal or statement, which summarises the area's special character and appearance and makes recommendations for its appropriate preservation and enhancement.
- 28. Two conservation areas at Stow Maries Aerodrome and the Chelmer and Blackwater Navigation do not have a review and appraisal - other documents are available which inform their sensitive management. To reflect availability of resources the Council intends to produce a character appraisal for the Chelmer and Blackwater Navigation over this LDS period.

Title	Chelmer and Blackwater Navigation Character Appraisal
Role and Content	To define the 'special architectural or historic interest' of the Conservation Area and identify what it is about the character and appearance of the area that should be preserved or enhanced. It may also identify any features that detract from the character of the area.
Coverage	Chelmer and Blackwater Navigation Conservation Area
Timetable	<ul style="list-style-type: none"> November 2019 – Consultation Draft March 2020 – Approval of Final Appraisal
Chain of Conformity	<ul style="list-style-type: none"> Relevant Planning Acts and Regulations National Planning Policy Framework and Planning Practice Guidance Maldon District Council Corporate Plan (2019 - 2023) Local Development Plan Navigation Landscape Character Assessment Evidence Base
Resource	<ul style="list-style-type: none"> Specialist – Conservation & Heritage Local Plans team; Other Council Officers; Co-operation with neighbouring local planning authorities; Co-operation with relevant stakeholders including Parish Councils; and Use of technology and web-based communication to assist with consultation

Statement of Community Involvement

- 29. The Statement of Community Involvement sets out how the community will be engaged in the preparation of planning policy documents and in determining planning applications in the District. The Council adopted its Statement of Community Involvement (SCI) in 2018.
- 30. The Council will complete an assessment by October 2023 to assess whether a full or partial review of the SCI is required.

Authority Monitoring Report

- 31. The Authority Monitoring Report (AMR) monitors the implementation and performance of policies and proposals in the LDP and will inform whether a LDP review is necessary. The AMR provides further details on the delivery of key LDP targets, including an Annual Position Statement relating to the Council's annual Five Year Housing Land Supply and an Infrastructure Position Statement relating to infrastructure delivery associated with development identified in the LDP.
- 32. The AMR is produced as a series of factsheets. The Council will update and publish the following aspects of the AMR annually in September each year:
 - A statement on the progress of each document in the LDS project plan;
 - An analysis of how or whether the policies of the LDP are delivering their objectives, including key targets, such as the number of net additional dwellings and the Five Year

- Housing Land Supply figure;
- Details of statutory returns such as the number of applicants on the self build register;
- Details relating to any neighbourhood plans that have been made in the last monitoring year;
- Progress on the Community Infrastructure Levy;
- Progress on infrastructure delivery.

33. The Council aims to will ensure that the monitoring of all other LDP indicators is kept as up to date as possible. But to effectively manage resources, the Council intends to update other elements of the AMR every two years, starting in September 2020.

LDP Evidence Base

34. The LDP and other policy documents will be supported by evidence-based documents. These documents do not form part of the Development Plan but provide robust and reliable evidence to inform production of new documents. These documents will also provide the evidence for supporting the Council's position through the planning application process. The current evidence base is available to view and download from the Council's website www.maldon.gov.uk/LDP.
35. Over the next two years the Council intends reviewing the Strategic Housing Market Assessment (SHMA) and the Economic Development Needs Assessment (EDNA). Production of these documents is resource intensive therefore it is intended that consultants will aid the production of these documents. The SHMA and an EDNA will be produced in 2019. The precise timetable will reflect the availability of consultants and the ability of the Council to fulfil its Duty to Cooperate requirements on these projects. The Accessibility of Settlements assessment is likely to be completed in 2020 by officers. Other evidence may be reviewed as resources permit.

Resources

36. The Local Plans Team will be responsible for the delivery of the LDP, the production of Supplementary Planning Documents, CIL, the SCI and the AMR. In addition to these resources, there will also be contributions from other officers within the Council. Other documents such as, the Recreational disturbance Avoidance and Mitigation Strategy SPD, the Green Infrastructure Strategy SPD and several evidence base documents will be produced by consultants within allocated budgets.
37. As far as possible, projects will be jointly undertaken by officers to ensure smooth work flow in case of any staff absence. The Council will consider employing consultants if the need arises within allocated budgets.
38. The Council will also continue to work closely with neighbouring authorities in joint working arrangements, such as for the Recreational disturbance Avoidance and Mitigation Strategy SPD, and for evidence base documents and research.

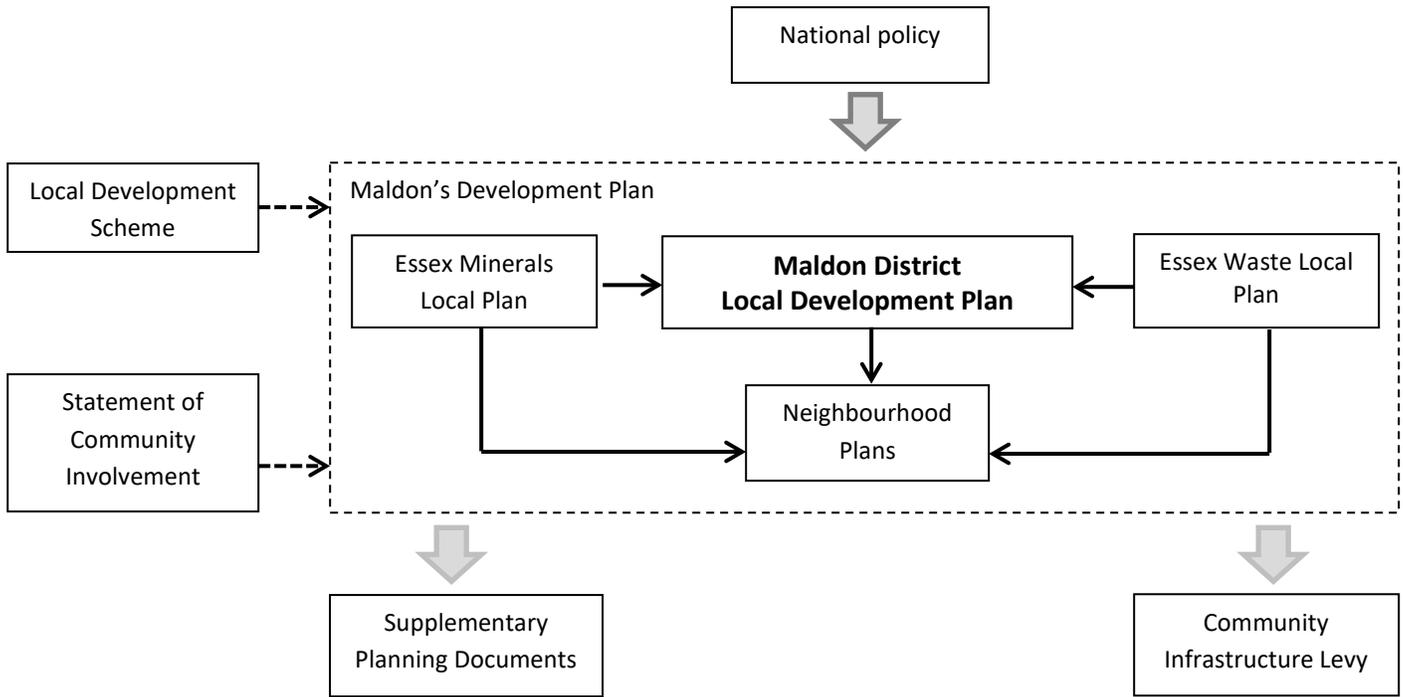
Risk Assessment

39. In preparing the LDS, the following risks have been identified that may affect or delay the process of delivering the Local Development Plan and the production of other planning policy documents. Contingency measures are suggested accordingly. The list is not exhaustive and does not include unlikely events which are difficult to foresee that temporarily cause a halt to normal Local Government.

Risk	Impact	Contingency	Responsibility
Revisions to national legislation and planning policy guidance – i.e. PPG	<ul style="list-style-type: none"> Out of date LDP and/or evidence base, lack of guidance available 	<ul style="list-style-type: none"> Monitoring of national planning policy revisions Quick turnaround of updates to evidence base Provision of guidance notes and/or SPDs to provide clarification on specific issues 	<p>Strategy, Policy and Communications Manager</p> <p>Senior Specialist Local Plans</p>
Delays in political agreement	<ul style="list-style-type: none"> Delays in agreeing plans and documents 	<ul style="list-style-type: none"> Use of progress briefings to retain political awareness Use of delegated powers wherever appropriate 	<p>Director of Strategy, Policy and Governance</p> <p>Strategy, Policy and Communications Manager</p>
Consultation fatigue (community being consulted too often on planning documents and by other agencies over a range of issues)	<ul style="list-style-type: none"> Poor response to consultations 	<ul style="list-style-type: none"> Minimise by arranging a coordinated programme and possibly integrating individual engagement activities with other agencies 	<p>Strategy, Policy and Communications Manager</p> <p>Senior Specialist Local Plans</p> <p>Senior Specialist – Communications, Marketing & Engagement</p>
Staff changes or staff loss (staff leaving post/time delays in recruitment)	<ul style="list-style-type: none"> Loss of institutional capacity Inconsistency Knowledge gaps 	<ul style="list-style-type: none"> On-going training and development to improve expertise and encourage staff retention; Loss of staff will be countered by recruiting permanent and where necessary temporary staff 	<p>Director of Strategy, Policy and Governance</p> <p>Strategy, Policy and Communications Manager</p>
Additional unforeseen evidence base requirements	<ul style="list-style-type: none"> Poor evidence base which could lead to applications being challenged 	<ul style="list-style-type: none"> Use of specialist consultants to cover particular gaps in expertise 	<p>Strategy, Policy and Communications Manager</p> <p>Senior Specialist Local Plans</p>
Budget Constraints	<ul style="list-style-type: none"> Insufficient budget to cover costs 	<ul style="list-style-type: none"> Annual budget review to identify budget needs based on LDS Council reserve of a contingency amount to fund additional financial needs. 	<p>Director of Resources</p> <p>Director of Strategy, Policy and Governance</p> <p>Strategy, Policy and Communications Manager</p>

Table 7: Risks

Appendix 1: Local Development Plan Diagram



Appendix 2: Maldon District Local Development Plan: Policy List

Policy	Policy Title
S1	Sustainable Development
S2	Strategic Growth
S3	Place Shaping
S4	Maldon and Heybridge Strategic Growth
S5	Maldon and Heybridge Central Area
S6	Burnham-on-Crouch Strategic Growth
S7	Prosperous Rural Communities
S8	Settlement Boundaries and the Countryside
D1	Design Quality and the Built Environment
D2	Climate Change & Environmental Impact of New Development
D3	Conservation and Heritage Assets
D4	Renewable and Low Carbon Energy Generation
D5	Flood Risk and Coastal Management
D6	Advertisements
E1	Employment
E2	Retail Provision
E3	Community Services and Facilities
E4	Agricultural and Rural Diversification
E5	Tourism
E6	Skills, Training and Education
H1	Affordable Housing
H2	Housing Mix
H3	Accommodation for 'Specialist' Needs
H4	Effective Use of Land
H5	Rural Exception Schemes
H6	Provision for Travellers
H7	Agricultural and Essential Workers Accommodation
H8	Provision for Houseboats
N1	Green Infrastructure Network
N2	Natural Environment and Biodiversity
N3	Open Space, Sport and Leisure
T1	Sustainable Transport
T2	Accessibility
I1	Infrastructure and Services
I2	Health and Wellbeing

Appendix 3: Glossary

Authority Monitoring Report

Assesses the implementation of the Local Development Scheme and the extent to which policies in the Local Development Plan are being successfully implemented.

Development Plan Documents (DPDs)

The plan which identifies the future development of the District, drawn up by the Council in consultation with the community.

Development Management Policies

A suite of policies in the LDP that provide detailed technical guidance relating to the delivery of specific types of new development or address specific detailed planning issues.

Evidence Base

The evidence that any development plan document is based on. Includes documents relating to housing, the economy, the environment, infrastructure and transport.

Local Development Plan (LDP)

Sets out the planning strategy for future growth of the District over the next 15 years. It provides a spatial strategy for the delivery of the required future employment, homes, retail, community facilities and infrastructure. It identifies sites for new development and protects land for a variety of uses such as open space.

Local Development Scheme

A project plan which sets out the timetable for delivery of planning policy documents, the resources and risk involved.

National Planning Policy Framework (NPPF)

Sets out the government's planning policies for England and how these are expected to be applied.

National Planning Practice Guidance (PPG)

A web based resource which provides more detailed guidance on the planning policies set out in the NPPF.

Policies Map

A visual representation of the policies in the LDP.

Statement of Community Involvement (SCI)

Sets out how the community will be engaged in the preparation of planning policy documents and in determining planning applications in the District.

Supplementary Planning Documents (SPD)

Adds further detail to the policies in the LDP. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Can be a material consideration in planning decisions but are not part of the development plan.

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Executive Summary

This strategy sets out the skills challenges and the proposed actions to meet the skills needs of businesses, alongside maximising the opportunities for young people and those already in the labour market in the District, between 2018 and 2023. The Maldon District Council Corporate Plan 2015/19 includes a Key Corporate Activity (KCA) to “Identify and work with partners to implement the Strategy to meet the skills need within the District” and an action plan will be developed from this strategy to deliver this KCA, as well as the objective to “raise aspirations and improved skills and training provision”.

The District has a strong economy but also faces a number of challenges in meeting the needs of businesses. Local businesses consistently inform us that lack of suitable skills is their number one barrier to growth. A skilled workforce contributes towards sustainable economic growth by increasing employability and enabling individuals to work more effectively and undertake more complex tasks. This raises the productivity and profitability of business and increases quality of life.

An effective Skills Strategy will also enhance opportunities for inward investment (working with Invest Essex and Essex County Council to attract more business to Essex) if we can demonstrate that we have a good supply of labour with the right skills sets. The Strategy will focus on meeting the needs of core sectors within the Maldon Economy, which research shows are:

- Manufacturing & Engineering
- Construction
- Health and Care
- IT, Digital & Creative
- Tourism, incorporating food and drink

It is essential to use dynamic and informed labour market intelligence to inform a responsive and effective skills strategy, and leverage existing delivery infrastructure of Essex’s Employment and Skills Board. Much of the data used in this strategy is via the Employment and Skills Boards intelligence bulletins and evidence base and it is envisaged that the Strategy will be delivered in partnership with the Board.

A number of key themes have been identified based on the current evidence base. These may be summarised as activities focused on people and activities aimed at supporting local business:

1. Activities focused on people centre around key themes such as developing our future workforce, raising attainment & skill levels and thereby helping people become employed and raising the level of their jobs
2. Activities focused on supporting local business include key themes such as developing a robust supply of skilled ambitious talent for our priority growth sectors, thereby encouraging greater investment and more jobs

Outcomes:

By 2023 we will:

- Maintain a vibrant and competitive economy, balancing the needs of industry and prosperity whilst sustaining a high quality of life, increasing incomes and promoting the Maldon District as a great place to live, play, work and do business.
- Reduce the rate of out-commuting by supporting the provision of rewarding, well paid jobs locally and assisting businesses to reach people who are not aware of these opportunities.
- Deliver a Maldon District Enterprise Centre to provide suitable accommodation and support for start-up businesses, fast growing SMEs and new inward investors arriving in the area, as well as a hub for training and other business support activities that enhance local skills.
- Facilitate the development of intelligent solutions to the question of accessibility to training facilities and businesses in rural areas by those who do not have access to a car.
- Work with businesses and further education providers to provide tailored and flexible training solutions for staff by encouraging businesses to provide modules for courses in areas that they have specialised expertise, e.g. electric motor winding or manufacture of wiring harnesses for motor vehicles.
- Support businesses to grow more rapidly through increased investment in technology, improved business processes and efficiency and improved skill levels.

Introduction

Maldon is a rural district situated along the Essex Coast, with a strong history of innovation and strengths in knowledge based production, as well as internationally recognized brands such as Maldon Salt and a continuing focus on marine heritage, especially the iconic Thames sailing barges, that help sustain a thriving visitor economy. Developments that could have a significant impact on the economic growth of the Maldon District in the near future include the current construction of two Garden Suburbs, the potential for a new nuclear power station at Bradwell on Sea and the delivery of an Enterprise Centre. The Causeway area is also experiencing regeneration, with the construction of the Blackwater Retail Park development, and the expansion of the District's leisure sector offer, including food and drink.

Following the analysis of various reports (listed at the end of this document) together with the feedback from a skills survey that was completed by a number of businesses across the District, we have been able to identify the sectors and skills shortages that this strategy seeks to assist.

Local businesses consistently inform us that lack of suitable skills is their number one barrier to growth. A skilled workforce contributes towards sustainable economic growth by increasing employability and

enabling individuals to work more effectively and undertake more complex tasks. This raises the productivity and profitability of business and increases quality of life.

An effective Skills Strategy will also enhance opportunities for inward investment (working with Invest Essex and Essex County Council to attract more business to Essex) if we can demonstrate that we have a good supply of labour with the right skills sets.

Section 1 - Maldon Skills & Economy Headlines

At a Glance

**Total
Population**

63,400

(NOMIS 2016)

Skills in demand
include:

Customer service

Communication

Organisation

(Essex Employment
& Skills Board
Maldon Profile
2017-18)

Key Employment
Sectors:

**Manufacturing
& Engineering**

Construction

(Essex Employment
& Skills Board
Maldon Profile
2017-18)

**Sector with
highest number of
vacancies:**

**Manufacturing
& Engineering**

90% of

**businesses Micro
(1-9 employees)**

**Working age
population**

37,500

(ESB Maldon Profile
2017-18)

**Travel to work outflows
13,782**

**Net travel to work
outflows 7,250**

(ONS 2011 Census)

23,000 jobs

**33,000 Economically
Active**

30,500 in employment

25,400 employees

4,000 self-employed

(NOMIS 2016)

3,400

Businesses

(NOMIS 2017)

1,200 Unemployed

**405 (1.1%) Job Seeker's
Allowance Count**

(NOMIS 2016)

**Over 65s are
approaching
29% of the
population**

The Key Sectors being prioritised by this strategy (due to their high levels of employment and growth opportunities and their levels of skills shortages) are as follows:

Manufacturing & Engineering and Construction – Both these sectors create significant employment for the District with **2,500** employees each. Both sectors have already reported their current skills shortages which will be further exacerbated with the potential for a new nuclear energy plant at Bradwell-on-Sea (within the next 10 years). However, coupled with demand for skills from significant local housing growth, this will also provide opportunities for upskilling of the existing workforce and provision of apprenticeships and work placements for new entrants.

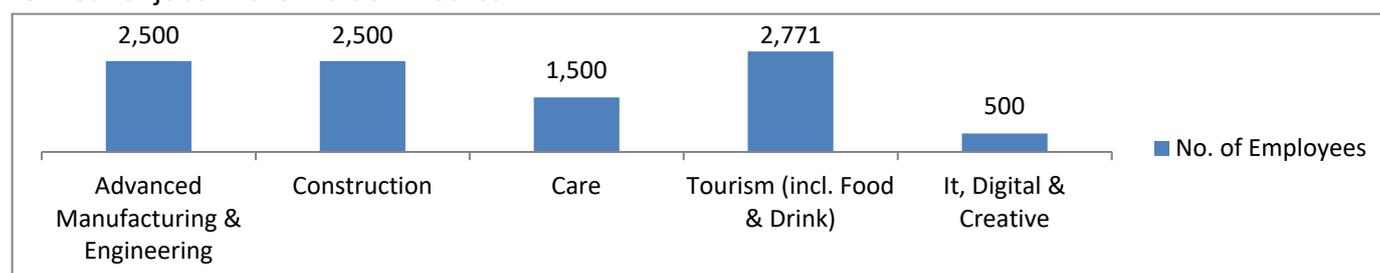
Maldon District is recognised for its high propensity of innovation in mechanical, electrical and electronic engineering in a range of industries including automotive, energy, marine, health, construction and aerospace. The council is also committed to the safeguarding of marine heritage skills and jobs in the District and to the development of this vibrant sector specific to our locality.

Health and Care which currently employs **1,500** in care and another **350** in health and will need to increase its recruitment because Maldon District has

- one of the highest projected population changes across Essex for the 70-74 age year group
- one of the highest predicted increases of people living with dementia
- and one of the highest predicted increases in older people by 2025

IT, Digital & Creative – The current **500** employed will need to increase as every industry will have a requirement for digital expertise in the future regardless of whether the business is directly related to this sector or not. Business needs will range from cyber security, digital media through to technological advancements (e.g. Artificial Intelligence and Robotics, 3D printing, CAD etc.)

Tourism incorporating food and drink – According to the most recent Economic Impact of Tourism Report 2016 there are **2,771** jobs in this industry in the District. Maldon District is a visitor destination due to its distinctive character, natural environment and heritage assets. It also has a growing niche food and drink market in particular with regards to the Crouch Valley wine region. A budget hotel is to be constructed on the Causeway which will also help to increase Tourism and the sector itself accounts for 15% of jobs in the Maldon District.



Please note that while employment figures for wholesale and retail in the Maldon District are also high at 4,000, this sector is receiving attention through provision of business support for cross-cutting digital

skills to assist employers embrace e-commerce to support their bricks and mortar businesses. The local logistics sector with 1,000 employees, is in decline and agriculture, while a very important and visible sector in the district, employs low numbers. All the employment figures above are based on the Essex Employment & Skills Board Maldon Profile 2017-18 apart from Tourism which is taken from the Economic Impact of Tourism Report (2016)

Alignment with the Industrial Strategy

The government's Industrial Strategy White paper was published in November 2017 and sets out the government's plans for growth. Objectives include helping businesses create better, higher-paying jobs, with investment in the skills, industries and infrastructure of the future.

The white paper focuses on five foundations of productivity:

- Ideas – the world's most innovative economy (Supporting greater R&D through increased tax credits and investing £725 million in new Industrial Strategy Challenge Fund programmes to capture the value of innovation)
- People – good jobs and greater earning power for all (Focus on STEM education and technical qualifications, such as T levels, as well as creating a new National Retraining Scheme that supports people to re-skill, beginning with a £64 million investment for digital and construction training.)
- Infrastructure – a major upgrade to the UK's infrastructure (considering transport, housing and digital infrastructure)
- Business environment – the best place to start and grow a business (with a focus on improving productivity of SMEs, including how to address the 'long tail' of less productive businesses)
- Places – prosperous communities across the UK (Agree Local Industrial Strategies that build on local strengths and deliver on economic opportunities)

Maldon District will align its skills strategy to national policy and local partners, such as the Essex Employment and Skills Board, South East Local Enterprise Partnership (SELEP) and the Haven Gateway Partnership, amongst others, but with a focus on local priorities. Where benefits can be captured for local people and businesses, we will interact with these institutions in order to tap into these opportunities, adopting, where possible, a common approach, such as over T-Level reform, the Apprenticeship Levy, and engaging employers on opening up more opportunities for work experience.

The skills gap and the impact of Brexit

Brexit is expected to have an impact on the skills gap in Maldon District as many businesses already recruit and employ European citizens at all levels, due to a shortage of domestic UK applicants. As evidence is mounting from recruiters that the UK is no longer attracting the same level of job applications from European citizens, this requires a greater focus on local UK labour and skills, such as upskilling existing employees.

Another factor impacting on local skills availability is out-commuting, with over half the economically active local employees travelling to work outside the area, somewhat compensated for by a smaller number travelling in. We therefore need to identify ways to encourage local people to take up local jobs, encouraging them to avoid a tiring and costly daily commute and enjoy the benefits of a high quality of life.

Skills Survey Results

As part of the research for this strategy we conducted an online skills survey (October - January 2018) with employers to identify their skills needs and to obtain further evidence of the specific skills requirements of Maldon District.

The number of local companies that participated in the survey were **33**. While this represents a very small percentage of total businesses in Maldon District, it includes several key businesses and provides us with a baseline to gather additional data in future analyses.

51% of these were micro sized companies (1-10 employees) and **39%** from the Advanced Manufacturing and Engineering sector. **71%** confirmed that they thought a skills training centre was required and **39%** employ apprentices.

The main trends identified by these survey results and the Essex Employment and Skills Board Report were

- The number of small and micro enterprises are on the increase
- Medium sized enterprises have the highest growth
- And most skills shortages and vacancies were within the Advanced Manufacturing and Engineering

Maldon District Enterprises & Employees

All enterprises and employee data is sourced from ONS datasets; Business Register and Employment Survey 2015 and UK Business Counts 2016.

Size of Enterprises by Employment Size Band

Business Size	No of enterprises
Micro (0 to 9)	2,975
Small (10 to 49)	280
Medium-sized (50 to 249)	40
Large (250+)	5

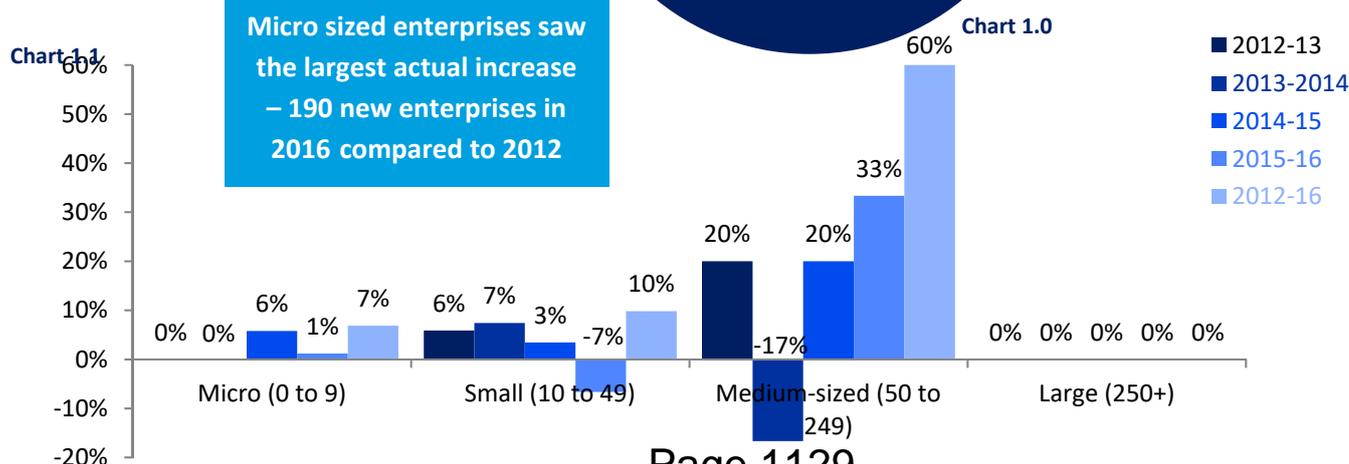
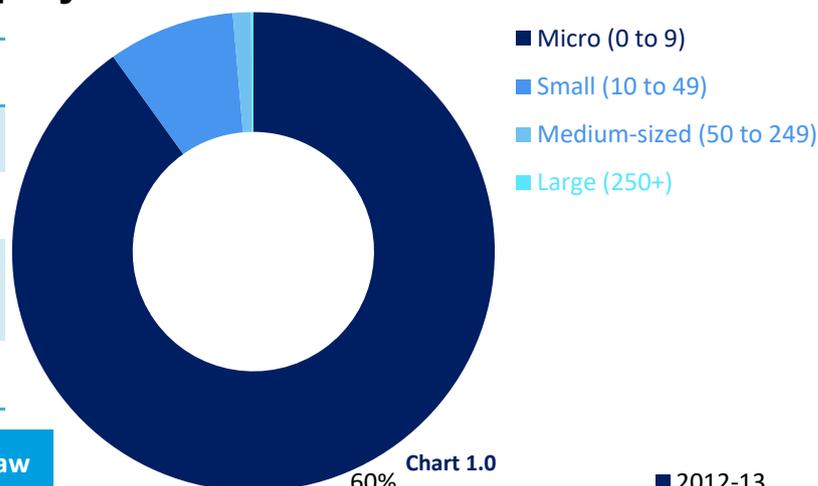


Chart 1.1 shows the annual percentage change of the size of enterprises in Maldon. Since 2012 all, except Large sized enterprises, experienced growth. The largest percentage increase between 2012 and 2016 was Medium sized enterprises, which saw a 60% increase over the 5 year period.

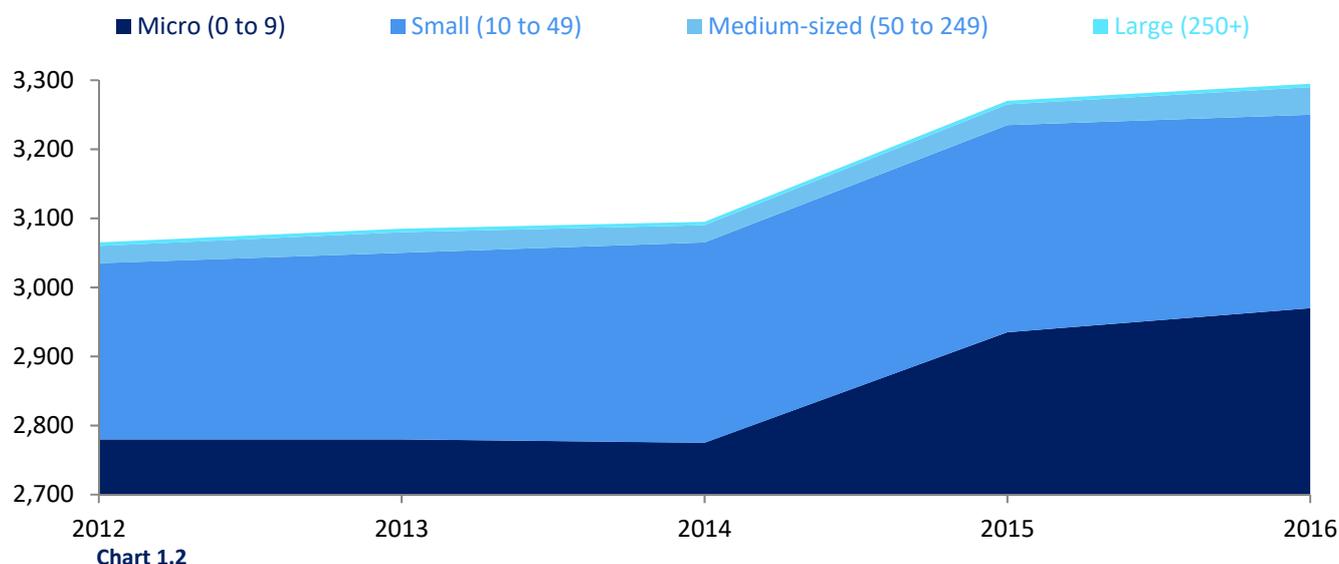


Chart 1.2 represents the combined total of all enterprises in Maldon between 2012 and 2016. The graph also divides the enterprises into their respective size, showing how the number within each category has changed over the last five years. (note the y axis scale)

As the chart illustrates the highest proportion of Maldon enterprises are in Construction and Professional, Scientific and Technical sectors. Maldon also has a strong presence of Advanced Manufacturing & Engineering and IT, Digital and Creative sectors.

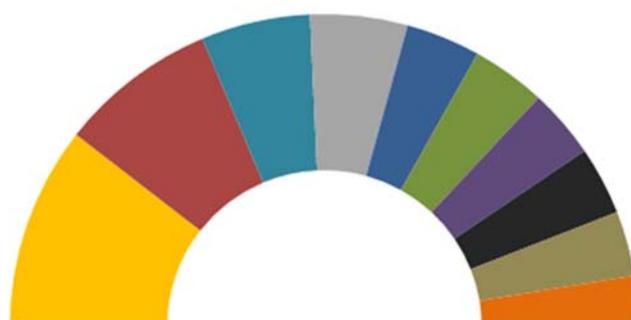
Please note that the number of enterprises identified in priority sectors is calculated using a specific set of SIC codes (defined in the relevant sector profile) therefore these figures may differ to industries identified using SIC sections.

Analysis of Vacancies

There were 2,087 job vacancies advertised in Maldon during 2016. Outlined below is data showing the distribution of salaries on offer, and the skills in demand. Vacancy data is sourced from www.labourinsights.com and is for the period Jan 1st 2016 and Dec 31st 2016

Skills in Greatest Demand – Top 10 Baseline Skills

Skills	Job Postings
Communication Skills	330
Organisational Skills	255
Customer Service	176
Microsoft Excel	157
Sales	120
Detail-Orientated	120
Team Work/ Collaboration	112
Mathematics	111
Planning	105
English	82
Postings with unspecified skill:	1,015



Skills in Greatest Demand – Top 10 Specialised Skills



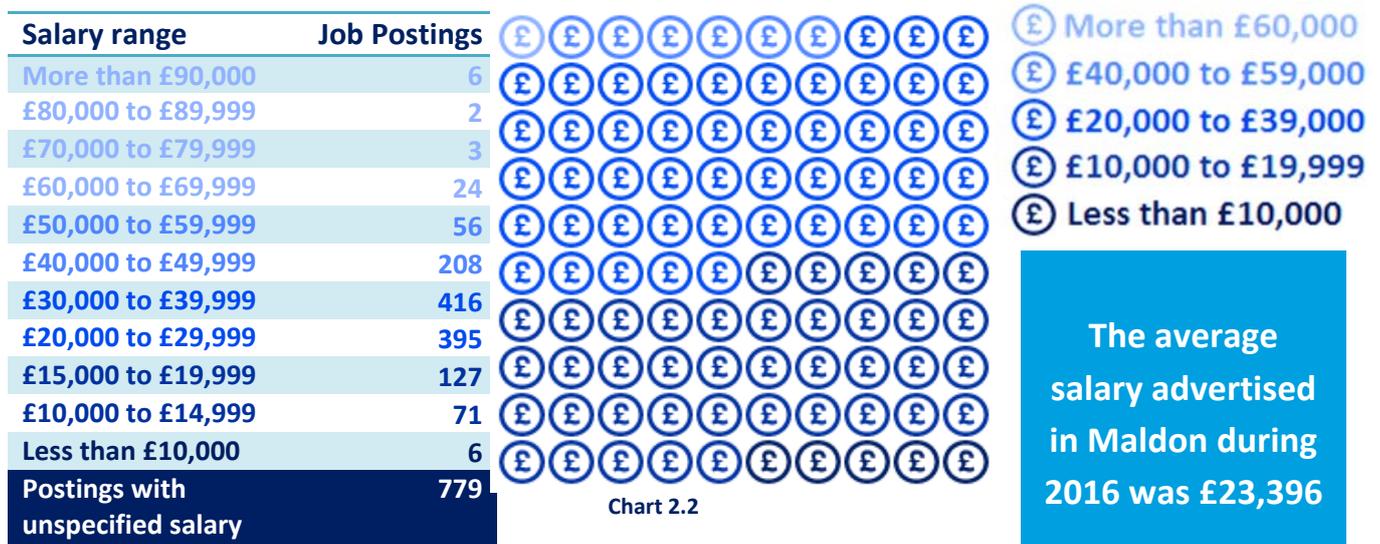
Skills	Job Postings
Teaching	136
Order and Invoice Processing	83
Product Sales	78
Sales Recruiting	63
Quality Assurance and Control	57
Administrative Functions	56
Sales Engineering	54
Accountancy	51
Machinery	50
Contract Management	45
Postings with unspecified skill:	1,015

Table 1.3

Other Skills in Demand



Distribution of Advertised Salary



Vacancies in ESB Priority Sectors

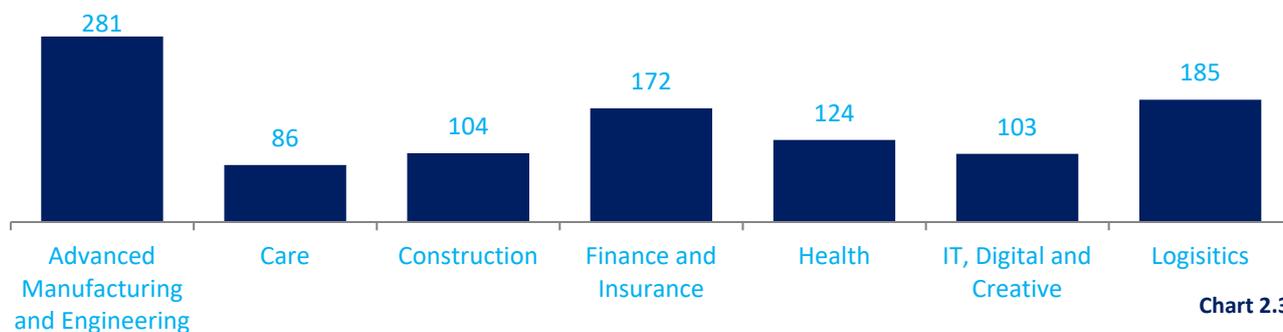


Chart 2.3 vacancy data shows that amongst the ESB priority sectors there were more than 200 vacancies advertised in 2016 for occupations in the Advanced Manufacturing and Engineering sector.

Education and Training

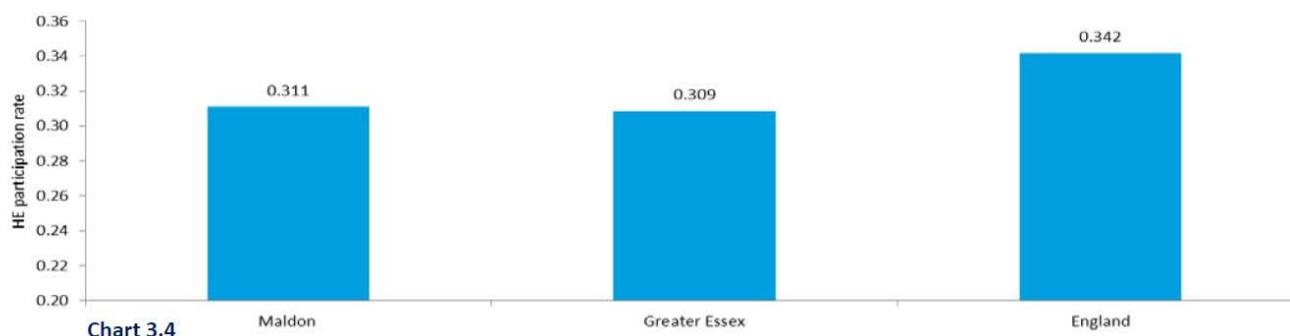
Education Providers

Secondary Schools in Maldon

School/College	Institution type (age range)	Ofsted inspection result	Ofsted inspection date
Ormiston Rivers Academy	11-18	2 Good	16 November 2016
Plume School	11-18	2 Good	27 February 2018

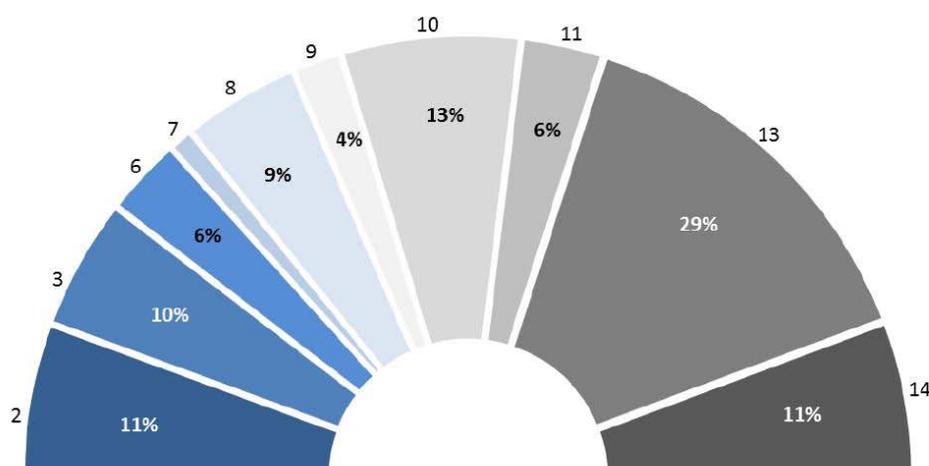
Participation in Higher Education

Analysis published by the Higher Education Funding Council for England shows the proportion of young people who participate in Higher Education. This is based on the combined participation rates of those aged 18 between 2005 and 2009 who entered HE between 2005-06 and 2010-11 academic years. Further information can be found at <http://www.hefce.ac.uk/analysis/yp/POLAR/>



School Sixth Forms

In 2015/16, 780 16-18 year old Maldon residents attended School Sixth Form provision. School Sixth Form enrolments were split into the following sector subject areas⁵ and by qualification level as follows:



- 1 - Agriculture, Horticulture and Animal Care
- 2 - Arts, Media and Publishing
- 3 - Business, Administration and Law
- 4 - Construction, Planning and the Built Environment
- 5 - Education and Training
- 6 - Engineering and Manufacturing Technologies
- 7 - Health, Public Services and Care
- 8 - History, Philosophy and Theology
- 9 - Information and Communication Technology
- 10 - Languages, Literature and Culture
- 11 - Leisure, Travel and Tourism
- 12 - Retail and Commercial Enterprise
- 13 - Science and Mathematics
- 14 - Social Sciences

Chart 3.2

SKILLS Priorities

The skills priorities that affect all the growth sectors in the Maldon District and their potential for future success together with some examples of how these can be tackled, have been identified as follows:

1. Activities focused on people, centre around key themes such as developing our future workforce, raising attainment & skill levels and thereby helping people become employed and raise the level of their jobs, such as:
 - Improve work preparedness of our young people and ensure they are able to make informed career choices, especially young women.
 - There should also be initiatives aimed at encouraging women to consider STEM qualifications through female case studies, female role models working in these sectors coming into the schools to talk about their experiences and examples of job roles and career pathways for women and thereby encouraging more women to work in those sectors traditionally considered 'masculine' roles
 - Working with the Department of Work & Pensions in respect of initiatives such as Work Skills Academies and recruitment drives, careers and apprenticeship fairs etc. This should include

opportunities for support aimed at disadvantaged groups, such as those with a disability, ex offenders etc.

- Raising greater awareness of the variety of roles and career progression paths
 - Engaging the schools on sector related projects, talks, taster sessions, work experience, careers and apprenticeship fairs as well as projects aimed at boosting the numbers of young people from disadvantaged backgrounds going into higher education.
 - Support for digital upskilling / inclusion, utilising all available technologies, such as virtual reality.
 - Together with partners exploring innovative approaches to overcoming the challenges posed by rural travel barriers.
2. Activities focused on supporting local business include key themes such as developing a robust supply of skilled ambitious talent for our priority growth sectors, thereby encouraging greater investment and more jobs, such as:
- Encouraging increased take up of apprenticeships by existing staff (upskilling) and new entrants.
 - encouraging succession planning to counteract an ageing workforce in some sectors
 - Intelligently targeting additional skills sources, such as those leaving the military, those with a disability and ex offenders etc.
 - Encouraging businesses to work with schools (including primary schools and the 11-14 year age group), local training providers, parents and students to raise aspirations in those sectors requiring these skills, particularly Manufacturing and Engineering, Construction, & Creative & Digital.
 - Guiding businesses to anticipate how demand for technology driven skills are likely to develop in the future and investing in training to meet those demands.
 - Encouraging increased take up of digital skills and other higher level technical qualifications in STEM subjects at further and higher education level.
 - Creating greater links between the businesses, education providers and Careers Advisers
 - Encouraging business involvement with the employer led Essex Employment and Skills Board Sector Action Groups and their initiatives to build a productive, responsive and inclusive Essex skills and training system that delivers growth and opportunities for local people and employers.
 - Working with businesses to influence future vocational curriculum to better match the requirements of business including employability skills.

The above priorities have all been identified through feedback from businesses via a Skills survey and other sources as listed below. Please note that a fully comprehensive Action Plan will follow this Strategy once it has been approved, which will also include skills issues specific to the individual sectors and further examples of how these issues can be tackled. We also need to be particularly mindful of the significant skills impact that the future construction of Bradwell 'B' power station is likely to have on the District.

Principal Data Sources

Maldon District Council Economic Development Team Business Skills Survey conducted October 17-January 18

Maldon District Council Economic Prosperity Strategy Evidence Base 2013-2029

<https://www.maldon.gov.uk/publications/LDP/pre-submission/3%20Economic%20Prosperity/EB068b%20Maldon%20District%20Economic%20Prosperity%20Strategy%20Evidence%20Base.pdf>

Maldon District Council Prosperity Strategy 2013-2029

<https://www.maldon.gov.uk/publications/LDP/pre-submission/3%20Economic%20Prosperity/EB068a%20Maldon%20District%20Economic%20Prosperity%20Strategy.pdf>

Economic Impact of Tourism for Maldon District Report produced by Destination Research - 2016

Essex Employment & Skills Board Maldon District Profile 2017-2018 <https://www.essexsb.co.uk/our-research/search/location/maldon>

Essex Employment & Skills Board IT, Creative & Digital Profile 2017

[https://www.essexsb.co.uk/files/0ce1f-IT Sector%20Profiles 2016 17 Final.pdf](https://www.essexsb.co.uk/files/0ce1f-IT%20Sector%20Profiles%202016%2017%20Final.pdf)

Essex Employment & Skills Board IT, Digital & Creative Fact Sheet

<https://www.essexsb.co.uk/files/36a2f-ITDigitalCareersFactSheet.pdf>

Essex Employment & Skills Board Care Fact Sheet <https://www.essexsb.co.uk/priority-sectors/care>

Essex Employment & Skills Board Care Profile 2017 <https://www.essexsb.co.uk/our-research/care-sector-skills-profile-2017>

Essex Employment & Skills Board Construction Fact Sheet 2016-17

Essex Employment & Skills Board Construction Profile 2017 <https://www.essexsb.co.uk/our-research/construction-sector-skills-profile-2017>

Essex Employment & Skills Board ESB/CITB – Construction Labour & Skills 17.02.16 Research Sandra Lilley, Doug Forbes and Karen Hazelden

<https://www.essexsb.co.uk/files/04545-Essex%20v23%20finalsblog.pdf>

Essex Employment & Skills Board Advanced Manufacturing & Engineering Profile 17/18

<https://www.essexsb.co.uk/our-research/advanced-man-engineering-sector-skills-profile-2017-18>

Essex Employment & Skills Board advanced Manufacturing & Engineering Fact Sheet 2016-17

<https://www.essexsb.co.uk/files/50993-Ad.ManEng..pdf>



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