



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 heritage marine, 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.

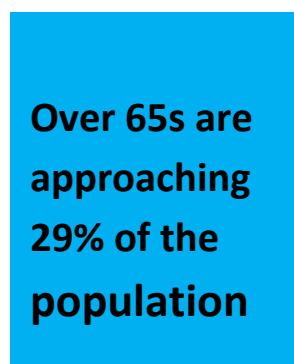
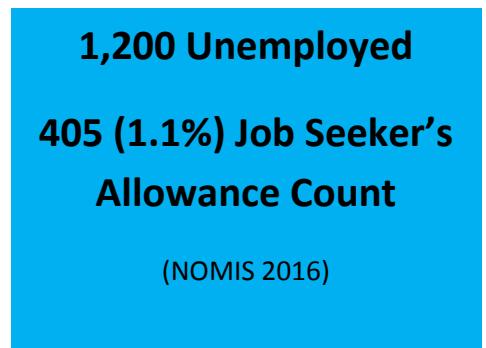
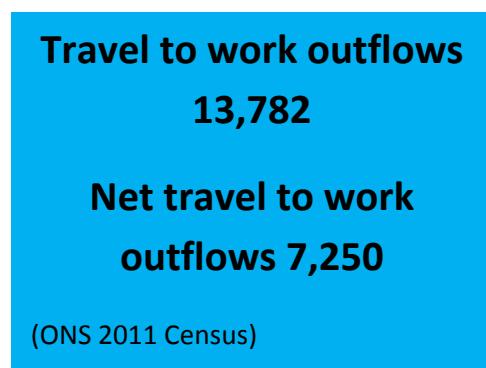
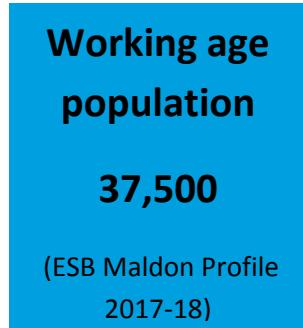
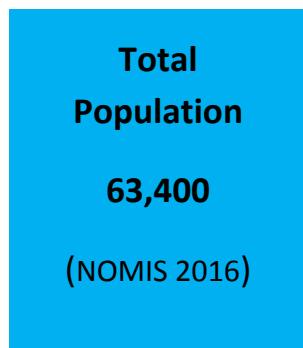
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enabling individuals to work more effectively and undertake more complex tasks. This raises the productivity and profitability of business and increases quality of life.

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Section 1 - Maldon Skills & Economy Headlines

At a Glance



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.

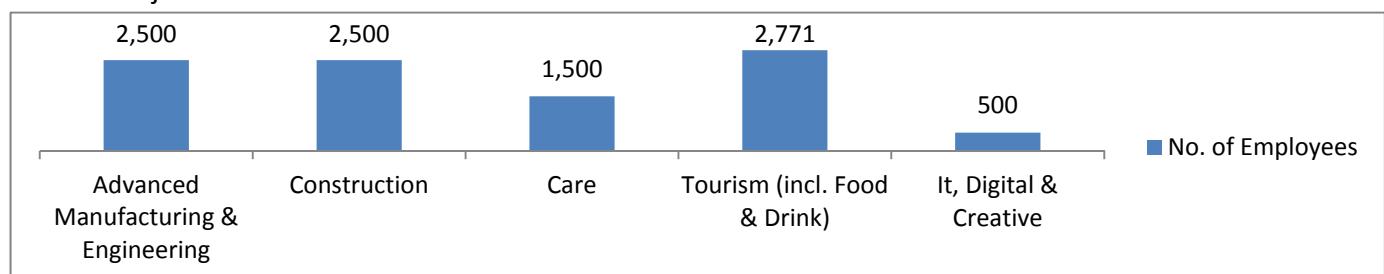
Maldon District is recognised for its high propensity of innovation in mechanical, electrical and electronic engineering in a range of industries including automotive, energy, marine, health, construction and aerospace. The council is also committed to the safeguarding of marine heritage skills and jobs 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 the the Essex Employment and Skills Board, South East Local Enterprise Partnership (SELEP) and the Haven Getway 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

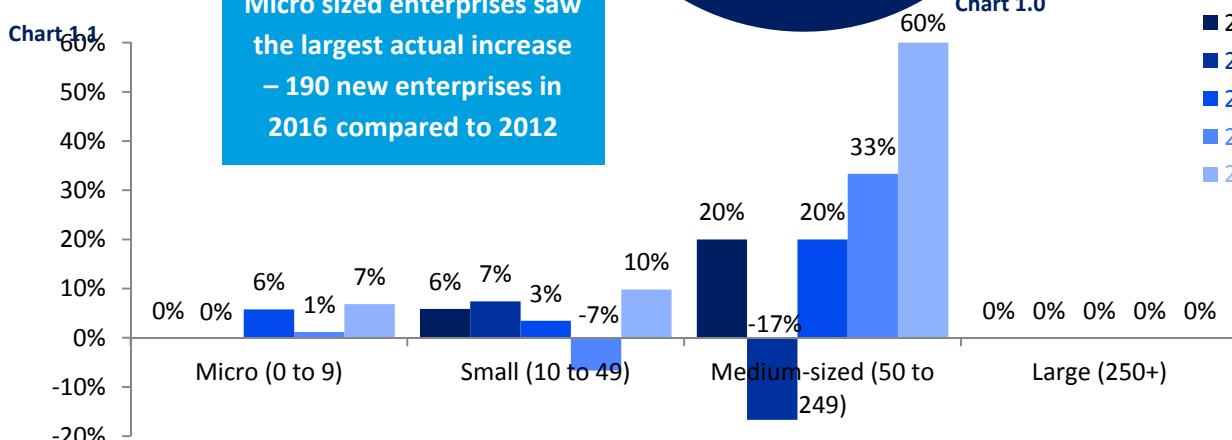
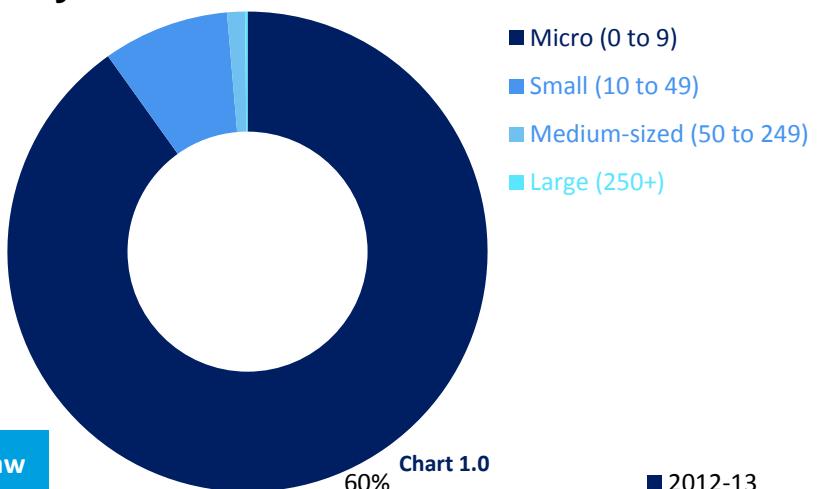


Chart 1.1 shows the annual percentage change of the size of enterprises in Maldon. Since 2012 all, except Large sized enterprises, experienced growth. The largest percentage increase between 2012 and 2016 was Medium sized enterprises, which saw a 60% increase over the 5 year period.

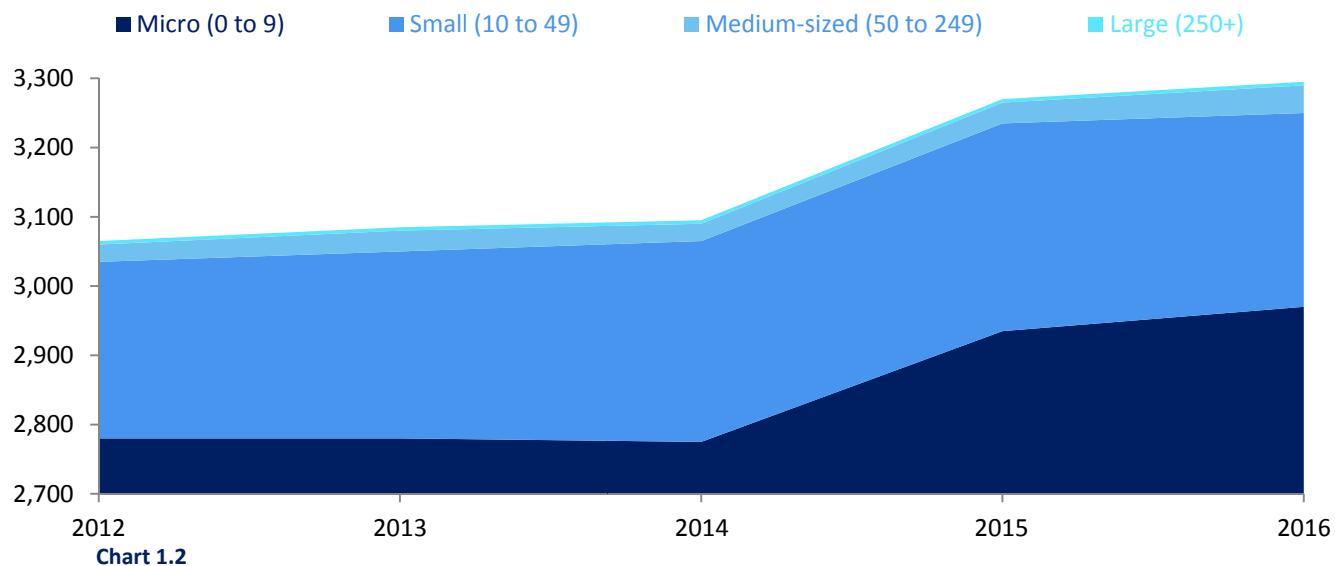


Chart 1.2 represents the combined total of all enterprises in Maldon between 2012 and 2016. The graph also divides the enterprises into their respective size, showing how the number within each category has changed over the last five years. (note the y axis scale)

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.

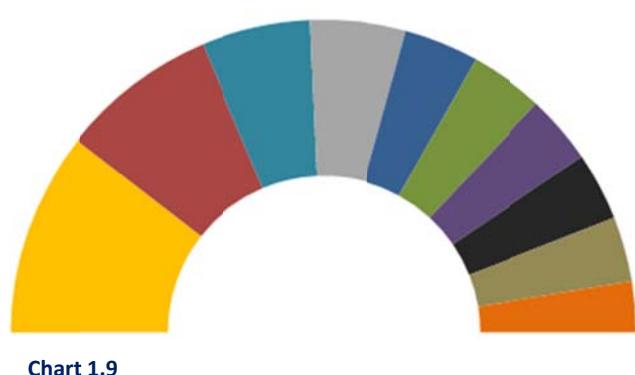
Analysis of Vacancies

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

Table 1.2



Skills in Greatest Demand – Top 10 Specialised Skills

APPENDIX A



Skills	Job Postings
Teaching	136
Order and Invoice Processing	83
Product Sales	78
Sales Recruiting	63
Quality Assurance and	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



Chart 2.1

Distribution of Advertised Salary

Salary range	Job Postings
More than £90,000	6
£80,000 to £89,999	2
£70,000 to £79,999	3
£60,000 to £69,999	24
£50,000 to £59,999	56
£40,000 to £49,999	208
£30,000 to £39,999	416
£20,000 to £29,999	395
£15,000 to £19,999	127
£10,000 to £14,999	71
Less than £10,000	6
Postings with unspecified salary	779



Chart 2.2

- More than £60,000
- £40,000 to £59,000
- £20,000 to £39,000
- £10,000 to £19,999
- Less than £10,000

The average salary advertised in Maldon during 2016 was £23,396

Vacancies in ESB Priority Sectors

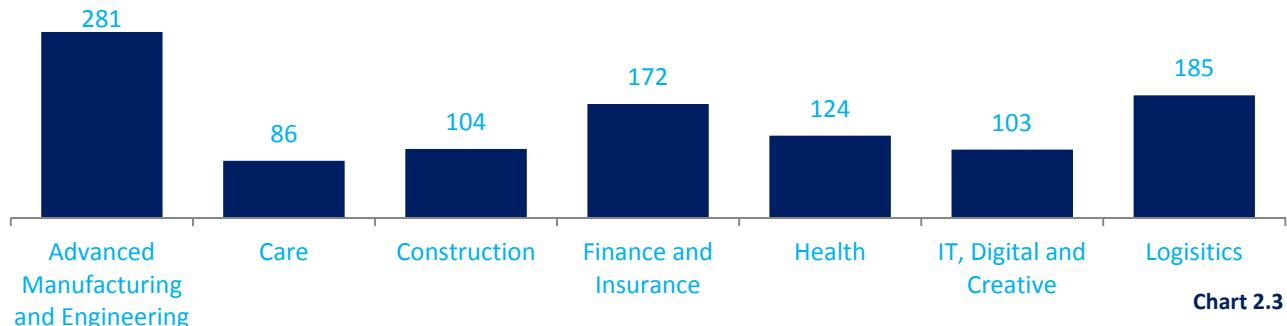


Chart 2.3 vacancy data shows that amongst the ESB priority sectors there were more than 200 vacancies advertised in 2016 for occupations in the Advanced Manufacturing and Engineering sector.

Education and Training

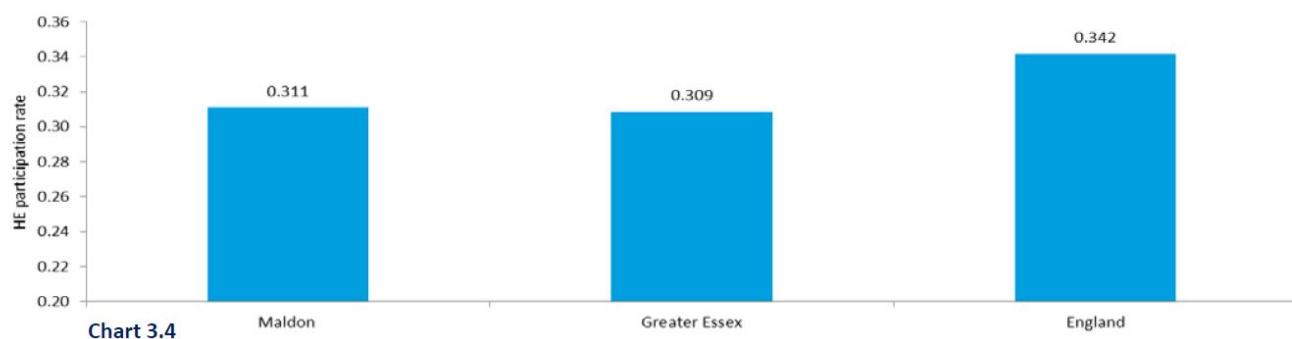
Education Providers

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

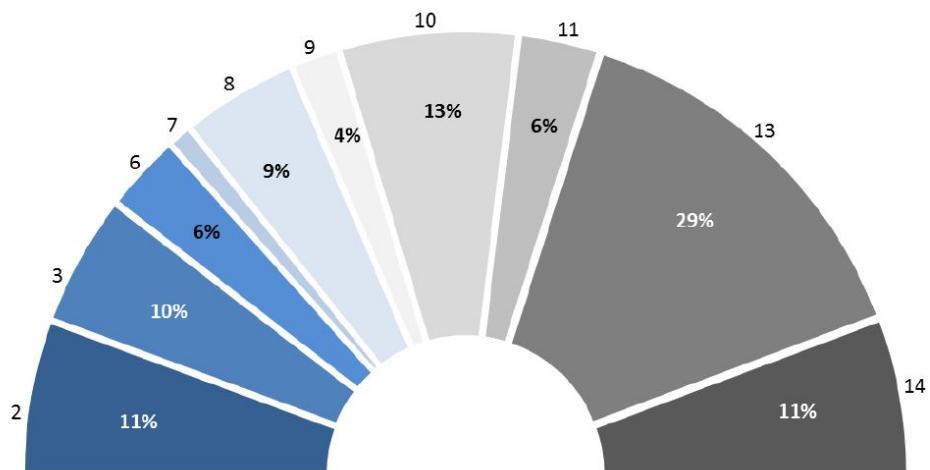
Participation in Higher Education

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
- 3 - Business, Administration and Law
- 5 - Education and Training
- 7 - Health, Public Services and Care
- 9 - Information and Communication Technology
- 11 - Leisure, Travel and Tourism
- 13 - Science and Mathematics

- 2 - Arts, Media and Publishing
- 4 - Construction, Planning and the Built Environment
- 6 - Engineering and Manufacturing Technologies
- 8 - History, Philosophy and Theology
- 10 - Languages, Literature and Culture
- 12 - Retail and Commercial Enterprise
- 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.essexesb.co.uk/our-research/search/location/maldon>

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

https://www.essexesb.co.uk/files/0ce1f-IT_Sector%20Profiles_2016_17_Final.pdf

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

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

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

Essex Employment & Skills Board Care Profile 2017 <https://www.essexesb.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.essexesb.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.essexesb.co.uk/files/04545-Essex%20v23%20finalesblogo.pdf>

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

<https://www.essexesb.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.essexesb.co.uk/files/50993-Ad. Man Eng..pdf>

