

Bradwell Socio-Economic Study: Socio-Economic Action Plan

A Final Report by Regeneris Consulting



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1. Introduction to the Plan

The Decommissioning of Bradwell Power Station

- 1.1 Since construction activity started at Bradwell 1957, the site has been an important provider of jobs and driver of economic activity within Maldon and the wider sub-region. However, Bradwell reached the end of its operational life in 2002 and subsequently begun the decommissioning process. Decommissioning activities at Bradwell are being carried out by Magnox Limited, on behalf of the Nuclear Decommissioning Authority (NDA).
- 1.2 Current plans envisage that the decommissioning process will culminate in 2092. To date, decommissioning activities have continued to demand relatively high levels of activity on-site at Bradwell. However, under the next phase of decommissioning – due to start in 2015 – levels of activity on site will decline to minimal levels until the final clearance of the site begins in around 70 years' time.
- 1.3 This plan is primarily a response to the challenges this presents and has been developed by Magnox and Maldon District Council with the support of the Nuclear Decommissioning Authority.

Why produce the Plan

- 1.4 The decommissioning of the Nuclear Power Station at Bradwell, at the same time as the economic downturn will create significant economic and social challenges for Maldon district and surrounding areas. This, alongside persistent issues of rural isolation, inaccessibility and change in other sectors combine to create barriers to growth in the area which need to be addressed.
- 1.5 The area does however, have some interesting growing businesses, some unique recreational assets and relative proximity to growing parts of the UK economy, all of which will provide opportunities in the future.
- 1.6 This plan considers both challenges and opportunities to form an efficient response which will help Maldon and its neighbours to become a prosperous and appealing location for residents, businesses and visitors.

Background to the plan

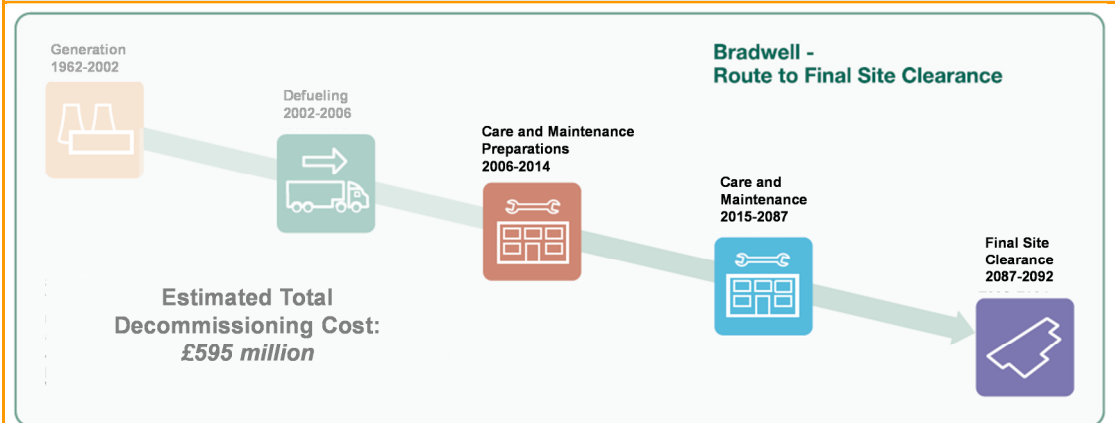
- 1.7 The plan's main purpose is to ensure that the area overcomes the challenges associated with the closure of Bradwell and becomes a stronger, more resilient location.
- 1.8 The plan has been built upon a robust evidence base which includes a full economic impact assessment of the decommissioning of the power station and a detailed baseline of the current socio-economic conditions within Maldon district. This evidence base provides contemporary information which will be invaluable for future planning and funding bids; a brief summary is outlined below:

Economic Impact Assessment

The Decommissioning Process at Bradwell

- 1.9 Bradwell Nuclear Power Station reached the end its scheduled power generation lifetime in 2002 and subsequently began decommissioning. The diagram below shows that decommissioning is both a lengthy and complex process – at Bradwell, the process is expected to last until 2092/3.

Figure 1-1: Bradwell Lifetime Plan



Source: Based on diagram set out in Bradwell Lifetime Plan (Magnox Ltd) and information from NDA

- 1.10 Different levels of activity on site at Bradwell– both in terms of expenditure and employment – are associated with each phase of decommissioning. Of particular significance is the impending transition from the Care and Maintenance Preparations phase to the Care and Maintenance phase. This transition (in 2015) will see levels of activity on site decline to minimal levels. As such, this transition period (effectively the period from now until 2015) is the primary focus for this study.

The Current Economic Impact of Bradwell

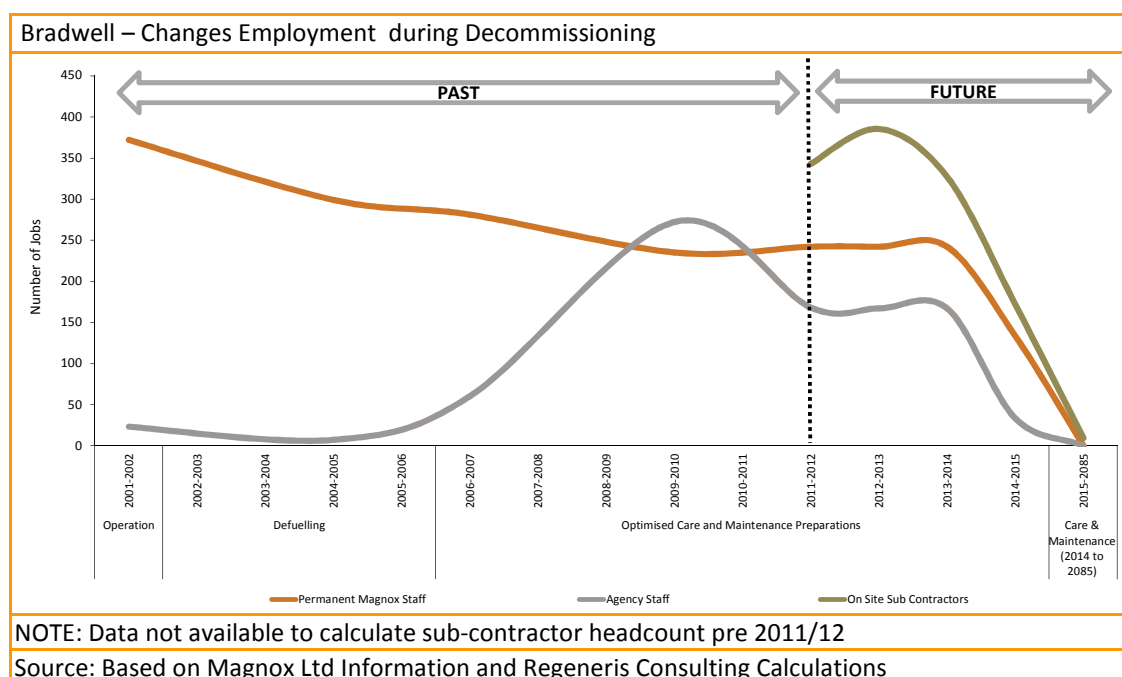
- 1.1 Bradwell is currently an **important component of the local economy**. The site is currently in the Care and Maintenance Preparations phase of decommissioning and levels of activity on-site remain relatively high – in 2011/12, NDA funding for activities on site totalled £92 million.
- 1.2 It is estimated that Tier One activities at Bradwell directly support up to 900 jobs and GVA of £49.7 million. When taking indirect (supply chain) and induced (employee spending) impacts into account, it is estimated that Bradwell supports:
- Around 1,800 jobs and GVA of £90.71 million at the UK level
 - Around 1,100 jobs and GVA of around £54.9 million at the Essex level
 - Around 1,000 jobs and GVA of around £52.5 million at the Maldon level
- 1.3 The nature of jobs provided at Bradwell is also important to consider. Over four decades, Bradwell has been a source of full time, year round positions. Magnox jobs at Bradwell also cover a relatively broad occupational profile and are filled by employees with a relatively

wide skills profile. This is significant as it means that jobs supported by the site are theoretically accessible to a wide profile of the local labour market.

- 1.4 Over 80% of Magnox Employees at Bradwell (not including Agency workers) live in Essex. In total, Magnox and Agency jobs at Bradwell account for around 8% of all jobs on the Dengie Peninsula and around 2% of all jobs in Maldon District.
- 1.5 Wider socio-economic benefits relating to Bradwell include the provision of training (and consequential up-skilling of members of the sub-regional labour market), and the provision of community funding to relevant local organisations and projects.

The Economic Impacts of Future Decommissioning Activities at Bradwell

- 1.6 In 2015 Bradwell is due to enter the Care and Maintenance Phase of decommissioning. The transition to the Care and Maintenance phase will see the level of **economic impact supported by Bradwell reduce to minimal levels**:
 - Between now and 2015 current levels of economic impact are likely to be largely sustained – with around 800 Tier One jobs and £40 million Tier One GVA supported
 - After 2015, levels of activity on site will drop to minimal levels. Activity is then projected to remain low over the remainder of the Care and Maintenance period (to 2085). As such, after 2015, the level of economic impact supported by Bradwell is projected to be minimal – both in terms of employment and GVA.



The Consequences of Future Decommissioning Activities

- 1.7 The likely consequences of these projected trends are numerous and multi-layered. Some of the most important implications include:
 - **Implications for Magnox Employees** – Magnox has suggested that three options

exist for employees after 2015 – re-deployment to other Magnox sites elsewhere in the UK; re-deployment to other nuclear sites in UK; or severance. Early indications of how these options might ultimately play out suggest that around 70% of employees (up to 180 people) will be looking to take the ‘redeployment’ option. Under this option, workers would move to other sites elsewhere in the UK, with detrimental impacts for the sub-regional labour market. Around 30% of employees are likely to take the severance option – around 70 workers in total.

- **Implications for Agency Workers** – There are currently around 170 Agency workers at Bradwell. This is a significant number and it is important to note that Agency workers will not have access to the same rights or opportunities post 2015 as Magnox employees. Clearly, it will be important to engage with these workers at an early stage where possible. The focus should be placed on understanding the skills which have been gained whilst working at Bradwell and the extent to which these are transferable to other industries.
- **Implications for Local Businesses** – Evidence suggests that there are some parts of the local economy which are reliant on the activities of Bradwell – in particular, the local guest houses, restaurants and a range of other local service businesses which currently benefit year round from the high number of sub-contractors / temporary workers staying in the area. Going forward, it will be important to engage with these businesses to assess the extent to which they understand the forthcoming implications of decommissioning for their business and assess any instances where the provision of support might be beneficial.
- **Implications for Supply of Local Accommodation** – Concerns currently exist within Maldon District Council that Bradwell sub-contractors are having a negative influence on the local housing market and the local tourism sector by saturating the supply of local accommodation. However, analysis suggests that the current distribution of Bradwell sub-contractors (clustered in accommodation relatively close to the site) is perhaps more of an issue than the absolute supply of accommodation. As such, in the short term, efforts to address the local supply of accommodation should focus on achieving a more even distribution of Bradwell sub-contractors within the sub-region.

Socio-Economic Baseline

- 1.8 The Socio-Economic Baseline looks at all available, policy and evidence and combines this with analysis of all available datasets,. It concludes with the following assessment of the key strengths, weaknesses, threats and opportunities for Maldon District.

Socio-Economic STRENGTHS for Maldon District	Socio-Economic WEAKNESSES for Maldon District
<ul style="list-style-type: none"> • Location – The district benefits from its proximity to Chelmsford – a growing employment hub – and further afield, London • Businesses and Sectors – There are some business strengths in higher value added sectors such as advanced manufacturing and marine industries. The district also has a concentration of employment in tourism related sectors • Quality of Life – Maldon District is within the 20% least deprived local authorities in England. Anecdotal evidence suggests that quality of life in the district are high, and that the area is seen as ‘a nice place to live’ • Environment –The area benefits from a strong physical environment offer, reflected by the fact that tourism is generally perceived as an important sector for the district 	<ul style="list-style-type: none"> • Employment – Employment decline in recent years, with a loss of around 900 jobs between 2008 and 2010. Over the last decade employment has fluctuated, with no significant growth • Business Base – The District has experienced a net loss of 1.5 businesses per 1,000 population in recent years, higher than Essex and England averages • Skills – On average skills levels of residents are lower than sub-regional and national comparators. Evidence suggests that skills gaps exist for certain sectors locally • Out-commuting – There is a net outflow of residents to jobs elsewhere – particularly higher skilled residents. • Accessibility – Reflecting the district’s location and rural characteristics, accessibility is a key issues – both in terms of getting to and from the district and moving around within it
Socio-Economic OPPORTUNITIES for Maldon District	Socio-Economic THREATS for Maldon District
<ul style="list-style-type: none"> • Nuclear Power – Bradwell is a potential location for one of the next generation of Nuclear Power Stations. The current site at Bradwell has highlighted the role that such operations can play in local economic performance over a prolonged period • The wider Low Carbon Sector – Building upon existing strengths in energy, there is a potential to explore the potential for further growth in the sector going forward, including in wind and biomass • Existing Business Base –There is an opportunity to build upon the districts existing businesses operating in higher value added activities, focusing on helping to retain these businesses and help them to grow • The Tourism Sector – Evidence suggests that the tourism sector has not reached its full potential in the district to date and that there is an opportunity to achieve growth in the sector going forward <p>Homeworking –Evidence suggests the district has a strong base of home-based businesses. There is potential to support this growing sector going forward, providing infrastructure and support where necessary</p>	<ul style="list-style-type: none"> • Bradwell Decommissioning – Bradwell is currently an important provider of employment locally. The next phase of decommissioning will see many of these jobs lost, and as a result the number of people in the local labour market seeking work is likely to increase • Population Ageing – Over the past decade, the average age of the population has increased at an above average rate, a trend expected to continue going forward. There are a variety local economic and social implications, including impacts on the size of the local labour market and additional strain on services • Housing Provision – There is evidence that the district has an undersupply of affordable housing, whilst future housing targets are unlikely to meet demand. This has important implications in terms of the ability of the area support economic growth going forward • Out-commuting –Partly relating to the above, out-commuting flows are likely to increase going forward, placing additional strain on local infrastructure • Accessibility – Accessibility is likely to remain an issue going forward. Low levels of usage of the Crouch Valley Branch (particularly at Southminster) could potentially be a threat should the viability of the line come into question

Purpose of the Socio-Economic Plan

- 1.9 The decommissioning and ultimate closure of Bradwell, and the uncertainty regarding any future power station at the site, has created a situation where coordinated action is critical. However, the timescales involved do give partners the opportunity to plan for a successful future.
- 1.10 The plan is intended to be viewed and used by a broad stakeholder group, primarily at the local and sub-regional level, but with salience at regional and national levels. It is envisaged that the plan will be used in the following ways:
- To highlight some of the Maldon District's significant economic and social challenges - which are not always recognised at the sub-regional and national level
 - As a tool for accessing funding – this document details projects designed to address the issues identified in the impact assessment together with information on possible funding sources.
 - To bring people together – whilst there has been some excellent project work in the area, piecemeal approaches have limited success and this plan aims to bring partners together to ensure a bigger impact and more sustainable outcomes.
 - To generate involvement - much of this document sets a framework for involving local people and giving them more of a stake in their local community and local economy (this in itself will be critical to the success of this plan).

Priority Areas of the Plan

- 1.11 Based on the Economic Impact Assessment and Baseline, three priority areas have been identified where partner intervention is recommended; these are:
- Priority Area 1: Skills and Employability - Outlines specific projects aimed at maximising employment opportunities and skills for local residents
 - Priority Area 2: Diversification and Resilience of the Local Economy – Outlines projects to ensure that the local economy is able to diversify as the economic influence of Bradwell power station diminishes.
 - Priority Area 3: Movement and Accessibility – Outlines areas for intervention to ensure that people are not disadvantaged by the lack of accessibility in the area.
- 1.12 Before looking at these priority areas in more detail, the document outlines key principles for consideration going forward and outlines opportunities to support partnership and leadership going forward. The document culminates with some recommendations on funding sources which could be used to fund elements of this plan.

2. Principles for the Plan

- 2.1 Throughout the development of this plan, partners have been asked to outline priorities which not only respond to the challenges associated with decommissioning, but which will also help support the evolution of a more prosperous and resilient area. To respond effectively and achieve these broader aims, it will be important to adopt a consistent set of behaviours and principles across the stakeholder group. The key principles are outlined in turn below:

Focus on the Area's Strengths

- 2.2 Notwithstanding issues with transport and accessibility, Maldon district is able to combine good quality environment and proximity to growing economies in Chelmsford (and the wider Mid-Essex area) and even London. It is important that, in developing solutions and interventions moving forward, partners recognise where opportunities exist to capitalise upon the success of linked economic geographies.

Build Collaboration and Partnership

- 2.3 In the past Maldon District has clearly operated on the periphery of strategic partnerships at a sub-regional and regional level. In part this has meant that the resources the area can call upon to support economic development has been (in some cases) limited. It is important that in taking forward the recommendations here and in the district's prosperity strategy that partners recognise **the importance of enhanced partnership working**.

Support the Creation of Ownership and Leadership

- 2.4 To secure the enthusiasm, momentum and resources necessary to deliver elements of this plan, ownership of actions and leadership will be fundamental. As new partnerships develop, organisations (Maldon DC in particular) must take responsibility for guiding delivery and influencing other bodies and funders to ensure that projects are as high quality as possible.

Acknowledge the Importance of Scale and Location

- 2.5 One of the key challenges in Maldon district and the Dengie Peninsula specifically is isolation and accessibility. A common response to this challenge is to champion new physical infrastructure and delivery within more isolated locations. In reality however, it is unlikely that these suggested interventions will deliver the scale of impact which would make them viable for funders. As such, this plan recommends that investment is targeted in locations where the potential sphere of influence is most significant (i.e. existing centres) alongside accompanying projects focusing upon improving accessibility.

Prioritise Support for Young People

- 2.6 The most common challenge identified within consultation related to young people. Principally, this relates to the need to connect young people to training and employment opportunities, particularly those who live on the Dengie Peninsula. It is important that young people are placed at the heart of all interventions outlined within this plan.

Acknowledge Deprivation in specific localities

- 2.7 Publically available statistics do not suggest that Maldon district is a deprived location. There is however, evidence and local insight which suggests that a number of communities within villages in the area which exhibit characteristics of being socially and economically excluded. It is important that the delivery of this strategy responds to their needs and ensures that adequate resources are provided for outreach and engagement with these groups.

Acknowledge the need to coordinate the lobby for a new power station

- 2.8 Consultation in developing this plan has outlined the desire of local people, businesses and politicians to see a new power station at the Bradwell site. It is important that the lobbying for a new facility is seen as an integral part of future partnership activity and is carried out in an organised and coherent manner.

Acknowledge the long term nature of the project

- 2.9 The Power Station at Bradwell has long been a core component of the local area and has provided employment and training for local residents over the last five decades. Although its economic influence has lessened as the decommissioning process has evolved, its closure will still have a profound economic and psychological impact upon the area. Addressing this and the longer term impacts of the economic downturn will take time and, as such, stakeholders should understand that positive, sustainable impacts of this plan will be a long term endeavour.

3. Developing Strong Partnership Models

- 3.1 Arguably one of the most important long term outcomes of this plan will be the establishment of mechanisms which support improved internal and external partnership working. The development of stronger partnerships will not only positively increase involvement and engagement, but will also increase the human and monetary resources available to support the delivery of this plan.
- 3.2 This section provides some initial consideration of how this could be done.

Developing a Delivery Partnership

- 3.3 In the development of this plan due consideration has been given to the 'vehicle' which will drive the organisation and oversight of activity in Maldon District and neighbouring areas in the coming years and decades. There is clearly a desire amongst partners to avoid the creation of new levels of bureaucracy or resource intensive partnership arrangements. With this in mind, it is recommended that partnership mechanisms are sought which harness collaborative relationships without significant increases in the time and resources required from partners.

A Platform to Improve Dialogue – Business Planning Group

- 3.4 It is suggested that NDA, Maldon DC and Magnox seek to convene an influential group with the appropriate political muscle to engage with businesses, developers and community representatives as well as guiding the social and economic evolution of the area. This group does not need to meet on a regular basis (perhaps annually or biannually for business planning and monitoring), but should come together at certain times to ensure that all partners are able to share knowledge and where possible collaborate on projects which will support the objectives of this plan and the Maldon District Economic Prosperity Strategy.
- 3.5 Areas for discussion and activities could include:
- Ensure awareness of key strategic delivery and objective amongst the wider stakeholder groups.
 - Local, regional and national political lobbying.
 - Bidding for funding.
 - Marketing Maldon and locations within the district.
 - Promotion to, and liaison with property developers and potential investors.
 - Sharing of data, intelligence and foresight.

Using the Think Local Partnership

- 3.6 The Think Local Partnership is a new business led company which has recently been established to represent businesses and support a collaborative approach to key business related issues within Maldon. Ultimately building upon a BID model; the partnership aims to advocate local spending and as well as communicate internally and externally on behalf of the business community. Its ultimate objectives are to drive efficiency and cost savings for

businesses, support innovation and secure more investment into the area.

- 3.7 Given the pressure on public sector resources, giving the business community a significant stake over the delivery of activities relevant to them could add value to the delivery of this plan. As well as the projects already being developed as part of Think Local's evolution, the partnership could place a lead role in the delivery of the following project outlined in this plan:

- Extended Future Maldon Project
- Targeted Enterprise Support
- Finance for Growth and Diversification
- Buy Local Campaign

Participating More Fully in Wider Partnerships

- 3.8 Consultation suggested that local individuals and organisations could do more to participate in sub-regional and regional partnerships. In some cases (most notably, business support and pursuit of low carbon agendas), it has been argued that Maldon district could achieve more significant outcomes by aligning themselves better with regional agendas.
- 3.9 As new partnerships are developed within Maldon, it is important that linkages are formed with existing strategic and delivery groups. In addition to this, it is also important that as projects are developed through this and other plans, Maldon District stakeholders actively seek to increase the scale and impact of delivery by involving other regions and locations who could benefit.

Staff and Resource Commitment

- 3.10 If this partnership (and the plan as a whole) is to be successful, there will need to be increased resources for Maldon DC and partners to draw upon. It is recommended that, if possible, in the short term, at least one officer position is created to oversee the interventions outlined within this strategy, manage partnership arrangements and bid for additional resources. This will clearly need to be factored into costing for delivery.
- 3.11 A number of projects within this plan will also require an element of 'up front' planning and feasibility work (including The Enterprise and Education Hub, Crop Based Renewable Energy and Burnham on Crouch Visitor Improvements) It is important that some provision is made for this within future funding and resources allocations.

4. Priority Area 1: Skills and Employment

- 4.1 After 50 years of available employment and training, the closure of Bradwell will remove the area's most significant economic asset. The timing of this (alongside the economic downturn and associated cuts to training and education budgets has the potential to create a 'perfect storm' for local residents, particularly young people. With an overall decline in employment that could be as high as 1000 jobs, it is absolutely critical that efforts are made to mitigate these employment impacts and generate replacement economic activity and opportunities for residents who are impacted.
- 4.2 Priority Area 1 promotes objectives and activities which should help ensure that employability of those living in the sphere of influence of Bradwell is maximised and residents are able to pursue economic opportunities in the local area or further afield. The ultimate aim of this priority area is to ensure that people are able to live in Maldon whilst remaining economically active members of the local community.

Strategy and Objectives

- 4.3 Supporting local people to maximise their skills potential and access employment is the most significant priority of this plan. A skilled, economically active population is inherent to all other activities and objectives outlined in this document.
- 4.4 The aim of the activity promoted within this priority is to ensure that....
- ...individuals job prospects are not negatively influenced by living in Maldon district
 - ...everyone in the area has the opportunity to maximise their skills and qualifications
 - ...those that wish to pursue a certain career have a clear route to relevant information and opportunities available to them
 -those that wish to start their own businesses have access to resources that ensure they maximise their chances of success.
 - ...young people will be encouraged to achieve qualifications and training which meet the needs of the Maldon and mid-Essex business base.

Where will Future Local Jobs Come From?

- 4.5 Perhaps the most important issue linked to the final closure of the power station, will not necessarily be the immediate impact of jobs lost, but the removal of the future supply of well paid, skilled jobs within the local economy. To counter this, it is important that partners consider the sectors and type of job which could replace employment lost from the power station.
- **The Knowledge Economy** – Analysis suggests that the area has a relatively high amount of employment in higher value sectors such as advanced manufacturing, as well as a high proportion of skilled home workers. The district should seek to support these activities alongside other knowledge based industries to attract more small

companies and individuals who are looking to live and work in an area with a perceived high quality of life.

- **Health and Social Care** – The socio-economic baseline outlines how the demographic profile of Maldon District is forecast to age over the next 20 years; by 2035 1 in 3 Maldon residents will be over 65. Whilst the ageing of the population may create some challenges for the area, it will also create employment opportunities within health and care professions; planning for this should begin immediately.
- **Energy** – Many areas which have faced the challenges relating to decommissioning have developed specific strategies related to power generation and particularly green energy (<http://britainsenergycoast.com/> and <http://www.bbc.co.uk/news/10346372>). Exploration of new forms of renewable energy (in particular Anaerobic Digestion and Biomass) and green technologies should form an important part of the area's economic response.
- **Agriculture and Rural Diversification** – Land on the Dengie Peninsula is predominantly used for agriculture albeit at very low employment density (c 850 jobs in Maldon district as whole). The creation of new agricultural jobs in the district will largely be dependent upon the diversification of the rural economy towards broader economic activities. This has the potential to include energy, tourism or other business uses and should not be overlooked on the basis of relatively low employment levels currently.
- **New SMEs** – Although there are some notable, established companies in Maldon future economic growth is likely to come from new and growing SMEs. Although small businesses are not a sector in their own right, it will be important that specific mechanisms are put in place to enable these businesses to recruit locally from a pool of appropriately skilled, flexible workforce.

4.6 It is important to be realistic about the type of jobs that the sectors above might create. It is highly unlikely that new employment creation will be able to provide a like for like substitution for those in nuclear power. For example, the Gross Value Added (GVA) (or the value to the local economy) of jobs at Bradwell averages between £45,000 and £65,000. Jobs in Recreation and Tourism provide GVA of £16,000 on average, Retail jobs provide £22,000 and Crop productions £6,000.

4.7 The potentially lower value of new jobs locally alongside the plans for job creation at other nearby locations (in particular Chelmsford and London) provide a strong rationale for connecting people to commute to other locations. If out commuting becomes even more prevalent, then it will be important that partners look at opportunities to support growth in personal service sectors locally. This will not only create new employment, but will help to retain spend of commuters who live in the area.

Addressing the Skills 'Mismatch'

4.8 Research and consultation suggests that there is currently a mismatch between the skills of the Maldon workforce and the demand from employers. The recent Local Government Association 'Hidden Talents' research showed that there was a shortfall in the number of

individuals becoming qualified in Automotive, Building Services and Construction compared to demand from employers within the district. In addition, the most recent Essex Business survey also identified that Maldon businesses were more likely than others in the county to struggle in recruiting Professional and Technical staff; this is outlined in more detail below:

Essex Business Survey 2010 – In what types of skills or jobs have you had recruitment difficulties?			
	Essex County	Heart of Essex	Maldon
Professional & technical	37%	39%	57%
Skilled trades	43%	41%	41%
Sales & customer service	31%	31%	39%
Managers & Senior staff	20%	21%	33%
Unskilled	32%	37%	32%
Process, plant & machine operatives	9%	11%	17%
Admin & secretarial	11%	8%	13%
Marketing	7%	6%	11%
Personal services/carers	6%	7%	2%
Other	5%	2%	0%
None	1%	3%	5%
Source: Essex Business Survey			

- 4.9 This evidence suggests that more jobs could be created for local people if they are encouraged to develop skills which better meet the needs of local businesses. It is important that in delivering this plan and wider activities, partners respond to this and ensure that training delivered directly meets the needs of local companies.

Interventions

- 4.10 Interventions designed to support the up-skilling and employability of Maldon residents are outlined below. These are outlined under the following headings:
- Extended Future Maldon Programme
 - Targeted Support for Business Start Up
 - Development of an Enterprise and Education Hub

Building Upon the Future Maldon

- 4.11 Future Maldon is a Magnox funded project which aims to introduce and educate and prepare local young people in STEM (Science, Technology, Engineering and Maths) related careers. The project works with businesses and schools to introduce Year7 – Year 9 students to businesses in the area at school, whilst older students are able to access work placements and receive mentoring from companies. The project is popular, but the scope remains quite narrow and could be extended to play a more fundamental role in supporting the future of the area's young people, in particular, providing job brokerage and routes to apprenticeships.

Extended Future Maldon Programme – Further develop the successful Future Maldon project	
Description – Components	<ul style="list-style-type: none"> • Delivery of targeted, sector specific training and opportunities • Use experiences of Future Maldon experiences to develop new post-16 curriculums. • Scope the potential for shared apprenticeships where candidates work with several businesses (and save on the cost of participation) • Develop grants programme to remove some of the costs to businesses of participation. • Develop links between Future Maldon and the Think Local Ltd Partnership. • Consider expanding the programme to support job brokerage functions.
Potential Partners (Lead and Partners)	Lead: Future Maldon Partners: Job Centre Plus, Think Local Partnership, FE Providers, Channel Chamber and Connexions
Funding and resourcing requirements	<ul style="list-style-type: none"> • Magnox currently funds the Future Maldon programme (£35,000 per year) • Additional funding will be dependent upon the shape and scale of the project, but to become a more significant and immersive project this will need to at least double. • There may be future opportunities to match investment with European Structural funds, depending on future programme allocations.
Risks	<ul style="list-style-type: none"> • Ensuring business involvement from a diverse range of sectors within local and regional economies • Funding cuts impact upon the ability of education partners becoming involved • Engaging the hardest to reach young people. Given issues of isolation in the area, it is important that the programme specifically targets young people on the Dengie Peninsula.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • Over the last 3 years the London Apprenticeships programme has been successful in placing over 10,000 young people into apprenticeships http://www.londonapprenticeship.co.uk/. Although this is delivered in a different context, the administration and organisation of the project has been acknowledged as being best practice for this type of work.
Immediate Next Steps	<ul style="list-style-type: none"> • Dialogue with Future Maldon project to develop further ideas on the expansion of the project. • Identify potential links to other successful project within the sub-region. • Liaise with FE partners to secure involvement for potential apprenticeship options.

Targeted Start-up and Entrepreneur Support

- 4.12 With around 60 Magnox employees (and up to 170 agency staff) taking severance by 2015, it is important that they are provided with a broad set of choices when considering their economic future. The creation of new businesses within Maldon will be an important element of this and the creation of a greater economic dynamism in the district.
- 4.13 Recent evaluations and assessments of business support suggest that in rural areas, start-up support is better when it is targeted and provides intensive and immersive support to a small number of people and companies. With this in mind, it is recommended that partners in Maldon pursue more bespoke business support.

Targeted Enterprise Support: Provision of targeted support for individuals and small business owners with the capability of delivering successful businesses or social enterprises.	
Description – Components	<ul style="list-style-type: none"> • Commit to providing support to individuals who have a viable and market ready business / enterprise idea. This would involve identifying a small number of entrepreneurs within the area and giving them bespoke 1to1 support to get their goods and services to market. • Work with relevant providers to provide support and mentoring for residents and new business owners to develop business and business ideas. This support could include <ul style="list-style-type: none"> ➢ Bespoke market research support, identifying markets and opportunities to develop the business ➢ Provision of key expertise in finance and marketing to support the ideas ➢ Mentoring and referral to relevant business support and professional services (where possible sourced locally)

	<ul style="list-style-type: none"> ➤ Ongoing support through initial growth phases. ➤ Specific support for those who want to set up businesses and work at home ➤ Where educational and skills barriers are identified, referral relationships will be established with local HE/FE provision
Potential Partners (Lead and Partners)	<p>Lead: Maldon DC, Essex CC</p> <p>Partners: Providers of business support and training locally, Think Local Partnership</p>
Funding and resourcing requirements	<ul style="list-style-type: none"> • Would cost in the region of £50,000 for initial training marketing and set up. • c. £50,000 FTE per business support professional per year in terms of salaries and on costs. • Additional marketing and events budget would also be useful.
Risks	<ul style="list-style-type: none"> • This project is focussed on bringing forward viable ideas and businesses and providing time intensive tailored support. As such, the project it not necessarily output focussed (this could limit funding opportunities)
Successful Example(s) from Elsewhere	<ul style="list-style-type: none"> • An 'Enterprise Facilitation' Model has been successfully delivered in Liverpool and has helped over 70 local people start new businesses http://www.enable-north.org.uk/index.php?page=sirolli • The decommissioning of Hunterston A identified the need to provide an enterprise outreach service and new incubator units to stimulate growth of new businesses. Their initial experiences could provide important learning points for the Maldon area. • In Cornwall, targeted support for rural businesses has led to the growth of successful sustainable companies within the area. http://community.businessanswers.info/community/ruralfocus/2012/06/29/case-study-penter-produce-a-new-horticultural-venture-thrives/
Immediate Next Steps	<ul style="list-style-type: none"> • Given limited time to ECM (2015) it is important that the opportunity to start new businesses is promoted sooner rather than later. • Liaise with the Chamber of Commerce and the Think Local Partnership to establish the formal role of local businesses in developing and delivering the project. • More thorough consultation in relation to the number of people who may be interested in starting a business. • Identify individuals within the local community who could take the role of business support providers. • Liaise with potential support providers.

Developing Business, Enterprise and Educational Space

- 4.14 If small businesses are to play an important part in Maldon's economic future, it is important that the area has the right mix of business space and support, it is imperative that this is done in the context of a changing economy and changing demand for space. This is not only critical for existing businesses, but also to attract new businesses that are enabled to come the area, by enhanced connectivity and changing work patterns.
- 4.15 Home-working, hot-desking, remote/virtual working, automation, social networking and teleconferencing are all increasing in popularity and having a significant impact upon the type of business space which is demanded. The result is more efficiently utilised employment space (leading to higher employment densities) as well as new business types such as the 'bleisure' economy (the blurring of business and leisure through the use of social networking) and the 'interpersonal' economy (demand for human skills which cannot be automated). This increasing desire to bring business and leisure together perhaps provides a unique opportunity for Maldon and surrounding areas to offer a comparative and competitive advantage in relation to other areas.
- 4.16 The provision of new small business space in the district should not however, purely focus upon the delivery of serviced business space. Despite the previous failure to develop a new

vocational centre in Maldon, there remains a desire to create a base for further education within the area. A new centre that brings together flexible business growth and education in the area could create of real long term value for the area.

Enterprise and Education Hub: Development of appropriate, flexible space within a visible acknowledged hub for business and education at an appropriate location in Maldon District.	
Description – Components	<p>Building upon the previous plans for a vocational centre at Maldon and the reported demand for small business space within the district, partners should pursue the development of a new facility which brings together further education and business space (and support) in the district, this should include:</p> <ul style="list-style-type: none"> • Specific space which directly meets the needs (and gaps in the market) within Maldon and Mid-Essex • Space for educational provision in particular the delivery of FE provision and post-16 learning. • Sector specific sector-led training (eg construction, automotive training). • Space for home workers on a highly flexible basis and host meetings. • Shared administrative services. • Shared meeting spaces. • Support for peer to peer networking and support. • Some basic business support related to the operation of the business. • Good infrastructure including parking and internet connectivity. • Conference facilities. <p>Although there is often discussion about providing an education or business hub on the Dengie Peninsula, the lack of road connectivity will have significant impact upon viability and, as such (in line with the principles of this plan) only locations with good connectivity should be considered for this project.</p>
Responsibilities (Lead and Partners)	<p>Lead: Maldon DC</p> <p>Partners: Essex County Council, HE/FE providers</p>
Funding and resourcing requirements	<ul style="list-style-type: none"> • Further feasibility work and consultation is required to make the case for the delivery of this sort of facility. This will need to include consultation as well as an assessment of demand and viability. This could cost in the region of £50k. • A full funding strategy will be required to support the centre. Based on current allocations and strategies, it is highly unlikely that finding requirements will be met by the public sector alone. A full cost is likely to be over £2.5m (depending upon scale and build specification).
Risks	<ul style="list-style-type: none"> • Potential lack of demand. • Competition from other business centres in the mid-Essex area. • Capital funding is currently scarce; again, preliminary work will be required to demonstrate a strong economic case for intervention.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • The base at Dartford has recently been completed at a cost of £4.7m, although this is significantly higher than might be achievable in Maldon, it does show what is possible. http://www.thebasedartford.co.uk/. • Cumbria Rural Enterprise Association http://www.crea.co.uk/index.htm has developed a new enterprise centre which also provide sector specific business support. • The Eastern Enterprise Hub http://www.eehub.co.uk/about-us/what-we-offer.aspx in Ipswich is an entrepreneur-led space which offers a full programme of enterprise support including hot-desking and incubation. • NWES in Norfolk offer a variety of different premises for small businesses from virtual office, through to larger industrial premises http://www.nwes.org.uk/Premises.aspx
Immediate Next Steps	<ul style="list-style-type: none"> • Liaise with regional partners as a precursor to feasibility and testing • Identify and work with successful project from elsewhere to to understand the mechanism for delivering their existing plans for an enterprise centre.

Supporting Essex's Growth Objectives

4.17 The objectives and interventions within this priority area have been designed to ensure that

Maldon is able to play a more active role within the Education, Skills and Employability element of the Essex Growth Strategy. The involvement of young people through an extended Future Maldon Project is particularly relevant and it will be important that partners develop links between this and the whole Essex Community Budget Pilot (<http://www.weeb.org.uk/news>)

- 4.18 The Strategy also outlines the need to provide technical skills training for the unemployed. Given the number due to leave employment at Bradwell and the acknowledged skills gaps locally, it is important that Maldon residents are connected to this.

5. Priority Area 2: Supporting the Diversification and Resilience of the Local Economy

- 5.1 The local economy has been dominated by nuclear power generation and rural based businesses. With the closure of Bradwell and political and economic uncertainty in relation to land based industries, it is important that existing businesses are supported and the economy becomes more diverse. Without this, creating a critical mass of jobs to be accessed by local people (see Priority Area 2) will be difficult.
- 5.2 In addition to these emerging challenges, information within the baseline also suggests that business survival in Maldon is lower than the regional and national averages and as such, action is needed to support local business competitiveness. Over the next decade, the area needs to explore opportunities to develop new specialisms within the local economy. The activities within this section form the basis for doing this.

Strategy and Objectives

- 5.3 The broad objectives underpinning recommended activity and interventions within this section are outlined below. Partners will ensure that....
- ...existing businesses within Maldon and environs will be given support to grow and diversify their businesses
 - ...practical initiatives are put in place to increase spend in local businesses
 - ...any new sectors growing in the local economy will be supported in a coordinated, collaborative way.
- 5.4 Inherent in delivering this will be an enhanced role for businesses (existing and future) in the evolution of the area. It is critical that all of the interventions which are delivered in this priority area are done so with the involvement of the business community. The new Think Local Partnership provides an ideal opportunity to ensure that businesses are given a more prominent role in the evolution of the area and the services that support them.

The Interventions

- 5.5 Projects which could form the response to this priority area should not be seen as isolated from the rest of this plan. The successful evolution of the business base will create jobs and drive new skill provision. The creation of stronger commercial centre will make new transport services more viable, whilst a demonstrable increase in economic activity could act as a catalyst for new investment.
- 5.6 Initial projects outlined below are:
- Finance for Growth and Diversification

- Buy Local Campaign
- Concerted Development of the Visitor Offer in Burnham on Crouch
- Development of New Renewable Energy in Maldon District

Financing Change in the Business Base

- 5.7 Supporting growth businesses and diversifying the areas rural base are fundamental challenges for the local economy. These changes will not be simple and will ultimately require resources to enable companies to achieve a 'step change' in their performance. The following intervention aims to start this process.
- 5.8 The Essex Growth Strategy identifies that, in common with much of the UK, businesses are constrained by being unable to access finance to support their objectives. Despite the failure of the 'Banking on Essex' project, in a number of locations, public sector partners are responding to this challenge by developing new, innovative financial models which focus on a much smaller geography; It is recommended that Maldon also pursues one of these models.

Finance for Growth and Diversification – Provide support to ensure that relevant loan and grant finance is available to support businesses to grow and diversify within the area.

Description – Components	<p>Partners in Maldon could look to develop a new investment fund which focusses on supporting employment growth and rural diversification within the area:</p> <ul style="list-style-type: none"> • This fund could be a repository for all potential funds which the borough could benefit, these could include public sector funding, Retention of Non-Domestic Rates, Endowments/one off developer/investor contributions, Venture capital finance from developers and investors or return on investments. • Effectively operating like a bank or mutual, the fund itself, could target specific opportunities and initiatives which support involvement in participation and make appropriate investments. • Unlike some business grant schemes in the past, this would need to be a sustainable financial mechanism which generated returns on investment relatively quickly. • It could be extended to offer local people support for future local projects providing a platform to support 'crowd funding' on the peninsula.
Potential Partners (Lead and Partners)	<p>Lead: Maldon DC</p> <p>Partners: Think Local Limited, appropriate local financial intermediary, FSB.</p>
Funding and resourcing requirements	<ul style="list-style-type: none"> • Some feasibility and development will be required to understand and develop the fund. • Additional seed finance will be required to begin operation of the fund.
Risks	<ul style="list-style-type: none"> • A lack of demand for finance may occur. This will need to be countered by strong marketing and dialogue with companies.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • The Forth Valley leader project provides business grants of up to £10,000 for businesses developing new ideas in relation to sustainable tourism. http://www.fvl.org.uk/ • Leicestershire Rural Partnership offers a broad range of grants to local businesses, the structure of this fund could provide and interesting structure for Maldon to replicate http://www.oakleaves.org.uk/rural-business-grants.html • Kent County Council has secure Regional Growth Fund investment to enable them to offer 0% interest loans to companies in east Kent. • Cambridge County Council Launched their own bank to support SMEs, particularly in rural areas http://www.cambridgeshire.gov.uk/CMSWebsite/Apps/News/Details.aspx?ref=590
Immediate Next Steps	<ul style="list-style-type: none"> • Liaise with businesses to assess the demand for different types of funding. • Work with Essex CC to understand the issues with the delivery of 'Banking on Essex'

- Soft test the appetite for investment locally and the potential to build capital reserves for the fund.

Retaining Spend in the Local Area

- 5.9 As well as establishing new businesses, it is important that efforts are made to retain and support businesses and particularly those in the retail sector. Maldon town and Burnham on Crouch have a strong day visitor offer, but consultees suggested that like many small town centres, there are significant challenges in the current economic climate.
- 5.10 By encouraging and incentivising businesses and individuals in the local area to buy locally, not only will more wealth be retained in the area, a greater sense of community and civic pride could be developed.

Buy Local Campaign – A promotional campaign to encourage local people and businesses to spend a higher proportion of their income within the local centres.

Description – Components	<ul style="list-style-type: none"> • Develop clear brand and marketing to be used at businesses and town centres across the area. • Celebrate ‘local business heroes’ within the area with local marketing campaigns. • Work in partnership with local retailers and other businesses in local town centres to offer a common discount for local people (between 5 and 10%). • Scope the development of mechanisms to match local buyers to local suppliers outside of the retail sector.
Potential Partners (Lead and Partners)	<p>Lead: Think Local Partnership</p> <p>Partners: Maldon DC, Town and Parish Councils, Chambers of Commerce.</p>
Funding and resourcing requirements	<ul style="list-style-type: none"> • Funding costs are limited as discounts would be offered at the discretion of local shop keepers. Some budget (c. £10k) would be required for initial marketing and administrations, but this could be done for a relatively modest amount.
Risks	<ul style="list-style-type: none"> • Lack of take up from shopkeepers is the most obvious risk to the success of this project. Close liaison would be important as well as being able to demonstrate the economic value of being involved in the scheme.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • Buy Local campaigns are increasingly popular in the UK with successful projects being delivered in Norfolk, Devon and Shropshire in recent years. • On Roman Road High Street in East London a number of businesses have signed up to offer a 10% discount for local people http://www.romanroad.org/index.php?section=4 • ‘Hubbub’ offers online buying and local delivery service from local shops in Hackney http://www.yeahhackney.com/2011/09/hubbub-your-local-shops-delivered-come-to-hackney/
Immediate Next Steps	<ul style="list-style-type: none"> • Soft test with local retail businesses • Survey local town centre and supermarket users to understand if they would be prepared to use the scheme in the future.

Developing Potential Business Strengths

- 5.11 In consultation for this project, there are a number of economic sectors which have been outlined as being particularly important in helping Maldon District and surrounding areas mitigate the negative economic impacts of Bradwell’s closure. Two business areas which receive the most significant attention in consultation were the Visitor Economy and Renewable Energy.

The Visitor Economy

- 5.12 Given their coastal location, it is not unusual for localities hosting nuclear power stations to

pursue tourism and the visitor economy when trying to diversify their economy. This has certainly been the case for Llyn Trawsfynydd in Wales and, to a lesser extent in Cumbria. Maldon is no exception and residents and local stakeholders are very proud of their offer, which includes a very strong maritime offer, the popular Promenade Park, Stow Maries Airfield, the 7th Century Church at St Peter's on the Wall, a number of popular golf courses and more coastline than any other district in the UK.

- 5.13 There are vastly divergent views on what the area's tourism offer should be and how it should be defined. In the past, this has tended to focus upon marketing the district as a whole rather than focussing on specific strengths. As the principles set out in section 2 suggest, it is recommended that partners focus upon the area's individual strengths and, as such, try and create a critical mass of activity within certain locations.
- 5.14 The town which arguably has the most to offer in this respect is Burnham on Crouch. As well as its strong maritime offer, Burnham will be one of the main points of access to the new RSPB habitat Wallsea Island and expects a notable increase in visitors as a result. There is however, a sense that currently, the area is not as well placed as it could be to capitalise upon these opportunities and there is a case to intervene and improve its marketing and offer.

Developing Burnham as a Visitor Location – Development of a number of complementary activities to support Burnham as a visitor location.	
Description – Components	<ul style="list-style-type: none"> Focus resources for the visitor economy upon developing as higher quality offer as possible in Burnham on Crouch. Oversee the development of a suite of activities to support and capitalise upon Burnham's unique offer and relative accessibility to London and the greater South East. Undertake concerted publicity and develop a strong calendar of events to ensure that visitor numbers and spend are maximised. Improve the physical environment in the vicinity of the station and between the station and town centre. Support businesses within the visitor economy to further develop their offer to support Burnham's evolution. <p><i>*It is important to recognise that success in developing Burnham as a visitor location should also be measured in terms of the jobs it creates for a lasting economic legacy. Should partners decide to focus upon the development of Burnham's offer, it is important that this is linked to other business support and training projects.</i></p>
Potential Partners (Lead and Partners)	<p>Lead: Maldon DC, Visit Essex</p> <p>Partners: Chambers of Commerce, Think Local Partnership, Burnham Yacht Harbour, Local Businesses, Network Rail</p>
Funding and resourcing requirements	<ul style="list-style-type: none"> To employ a branding agency to work with partners to create a brand and marketing strategy would cost between £10,000 and £20,000. Design fees to improve public realm could cost in the region of £30,000 (more depending upon scale and design) Further budget for events and targeted support could also be worthwhile.
Risks	<ul style="list-style-type: none"> Competition from other locations Capacity of Burnham to cope with increased number of visitors Difficulty in spreading benefits across the district.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> There are a number of successful marketing campaigns which have developed a strong offer based on a strong maritime tradition and quality offer. http://www.seewhitstable.com/ http://www.visitnorfolk.co.uk/explore-norfolk/cromer.aspx The Littlehampton 'Longest Beach' is a relatively low cost public realm intervention designed to encourage visitors to export more of the locations coastline and town

	http://www.studioweave.com/projects/the-longest-bench-littlehampton/
Immediate Next Steps	<ul style="list-style-type: none"> • More significant consideration of the component parts of the offer amongst partners. • Initial conceptual designs to support redesigned visitor arrival. • Informal liaison with businesses within the tourism sector to establish buy in.

Crop Based Renewable Energy

- 5.15 Like tourism, renewable energy is an area of activity which is seen as providing potential opportunities for areas which have a history of Nuclear power generation. Low Carbon and Renewable Energy are identified within the Essex growth plan and businesses in Maldon are already exporting crops for biomass and anaerobic digestion plants outside of the district. It is recommended that partners actively pursue a strategy to support energy generation from agricultural produce and waste within the district.

Crop Based Renewable – Support the delivery of agricultural energy generation on the Dengie Peninsula.	
Description – Components	<ul style="list-style-type: none"> • Identify potential developers of biomass and anaerobic digestion facilities in the area supporting their proposals to invest in the area. • Identify barriers preventing the development of renewable energy on the Dengie Peninsula and work with potential investors to overcome these. • Work with local agricultural businesses to develop supply chains, where possible preventing leakage from the district. • Identify opportunities to develop education, training and employment interventions to maximise positive outcomes from the development of the sector locally.
Potential Partners (Lead and Partners)	<p>Lead: Maldon DC, Energy Providers, East of England Energy Group</p> <p>Partners: Anaerobic Digestion and Biogas Association (ADBA), Land owners (Strutt and Parker), Essex CC, DEFRA, DEC,</p>
Funding and resourcing requirements	<ul style="list-style-type: none"> • Resources required will largely depend upon initial dialogue with relevant partners. • Some staff resource will be required to lead initial dialogue; in the longer term funding may be required to support education and employment delivery linked to the development of any future facilities.
Risks	<ul style="list-style-type: none"> • Significant uncertainty over current energy policy. • Competition for investment from other locations.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • http://www.biogas-info.co.uk/ provides in depth information for partners. Looking to develop new facilities. • Fenland District Council has recently supported the development of a new AD plant in Ely. This cost £7m and will provide power for between 1,000 and 1,500 homes.
Immediate Next Steps	<ul style="list-style-type: none"> • Begin dialogue with land owners and energy companies. • Assuming demand exists identify sites for development

Continue to Focus on the Evolving Business Base

- 5.16 Current economic uncertainty makes it very difficult to accurately forecast exactly what the future opportunities will be to support diversification of the business base in Maldon and the surrounding area. Tourism and Renewable Energy have been highlighted here as there is already some momentum towards their development that is not to say that this won't change and other sectors will grow in importance. As such, it is very important that local partners are aware of changing characteristics and trends in relation to sector development opportunities.

Changing Partner Activities to Support Diversification

5.17 The diversification and resilience of the local business base is not a foregone conclusion and will need more than just the interventions within this document to make sure this happens. To maximise the investment and business growth in the area, partners (and Maldon DC in particular) will need to modify their activities, roles and responsibilities to be more 'pro-business' and to support future economic development and diversification, this could include:

- Clearer communication of the economic objectives of the borough (both internally and externally).
- A noticeable step change in the way Maldon DC and partners communicates with its business base.
- The development of a more 'pro-business' position within the council (particularly in relation to planning).
- Improved on-going dialogue with potential investors.
- Develop clearer propositions to sell economic locations within the district to potential investors.
- Develop clearer propositions to regional partners to ensure their involvement within emerging plans.
- Collection and analysis of better and more specific information on the local economy.
- Influencing educational provision within the borough to ensure that this links directly to local opportunities.
- Development of structures to enable businesses to have a greater say in the future of their area.

Supporting Essex's Growth Objectives

5.18 Interventions within this Priority Area have been developed to help complement the new Essex Growth Strategy. Of particular importance is the shared objective of accelerating start-ups in the county. The provision of finance and advice (as outlined within the Growth Strategy) is a critical component of the activity outlined above. In addition, whilst a new Hub in the Maldon District may not be formally part of the network outlined in the strategy, it should be developed in a way that is complementary and adds value to countywide aspirations.

6. Priority Area 3: Movement and Accessibility

- 6.1 Parts of the area in the vicinity of the Bradwell power station are amongst the most isolated parts of the country. A lack of transport infrastructure and public transport services have made accessibility one of the most often referenced issues in the consultation to develop this plan. Ensuring that the isolation and inaccessibility does not adversely impact upon residents future economic opportunities will be a critical part of the partner response to Bradwell's closure.

Strategy and Objectives

- 6.2 Given the pressure on public finances and the relatively small population in the area, it is highly unlikely that partners will successfully secure new transport infrastructure in the short and medium term. As a result, it is important that partners think innovatively to...
- ...bring local people closer to fundamental local services.
 - ...capitalise upon investment in broadband and ensure that this is used to bring people 'closer' to the services they need.
 - ...ensure young people are able to participate in education and employment.
 - ...monitor the potential to secure improved infrastructure in the long term and develop a case for investment in the area.

The Interventions

- 6.3 Interventions within this section are, on the whole, related to increasing participation in local activities and generating sense of civic pride within the community. There are two main interventions outlined here:
- Supported Travel to Work and Education
 - Development of new Curricula to support E-Learning
- 6.4 There is also consideration of other areas which will impact upon the connectivity 'liveability' of the area; transport infrastructure and housing. These are both given due consideration in this priority area.

Travel to Work and Education

- 6.5 Given the fact that new public transport infrastructure is unlikely to be delivered by existing providers, to ensure local people are not disadvantaged by their location, it is important that action is taken to improve connectivity in the short term. The project below aims to do this:

Travel to Work and Education – Provision of appropriate and sustainable community and public transport to ensure that local people can travel to work and education.

- | | |
|---------------|---|
| Description – | <ul style="list-style-type: none"> • Oversee the development of a new community transport service which links people to centres of |
|---------------|---|

Components	<p>employment and education (in particular Maldon and Chelmsford). This could include individual transport plans which have been supported in other rural areas through the 'Wheels to Work' programmes.</p> <ul style="list-style-type: none"> • Where demand exist and pressure points area identified, support community owned commuter transport which operate buses to ensure local people can get to work and education at convenient times. • Offer interest free loans so that local people in isolated locations can purchase bicycles, mopeds and other relevant vehicles. • 'Clearly this model lends itself to establishing a suitable social enterprise. The remit of this could be expanded to include education and employment functions, particularly around motor maintenance. Indeed, the project could also include the maintenance and refurbishment of bikes to involve a wider number of people in the project.
Potential Partners (Lead and Partners)	<p>Lead: Chelmsford Community Transport, Maldon District Council</p> <p>Partners: Job Centre Plus, Colleges, Existing transport operators</p>
Funding and resourcing requirements	<ul style="list-style-type: none"> • Funding will largely be dependent upon the type of vehicles in operation and the scale of the service. • An initial budget for purchasing vehicles of around £40,000 alongside a marketing budget to ensure users are aware of the service • If the project is to be used to provide training to local people, further funding would be required. • Clearly the project has good revenue earning potential
Risks	<ul style="list-style-type: none"> • Difficulty in changing people's travel habits is a key risk of the project which highlights the need for a strong planning phase and good marketing. • Getting pricing policy right will also be a key challenge for the project. Liaison with other successful projects and consultation with users will be critical to this.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • Somerset Rural Youth Project has developed a moped loan scheme to help young people to access jobs and college http://www.sryp.org.uk/index.php?option=com_content&view=article&id=56&Itemid=67 • The Bike Station is Edinburgh's bicycle recycling and cycling promotion charity. They keep old and discarded bikes out of landfill, repairing as many as they can, to put them back on the road. They provide cycle training, bike maintenance training, as well as refurbished bikes, to promote cycling and healthy lifestyles across Edinburgh and the Lothians http://www.thebikestation.org.uk/
Immediate Next Steps	<ul style="list-style-type: none"> • Work with transport companies to understand current and future demand; where necessary, lobby for new services. • Liaise with local people to assess their opinions on travel and preferred routes • Assess likely demand for community transport projects

Capitalising upon Broadband and Next Generation Access

- 6.6 Given the instances of isolation on the Dengie Peninsula, investment in Broadband infrastructure is a timely potential boost for the area and an opportunity to be innovative in the way that partners tackle isolation and access to education and services.
- 6.7 Essex County Council have recognised the opportunity of changing ways citizens interact with public, health, educational and commercial services and encourage more citizens, regardless of age or income, to access services on-line. In their broadband plan, they go on to state "Through digital inclusion, increase the life chances of our residents with access to education, training and skills with the added benefit of being able to access social and professional networks allowing career advancement, wealth creation and improved quality of life".
- 6.8 The project below aims to bring together the local challenge and regional commitment to develop new innovative solutions to issue of accessibility.

Support the Development of Collaborative Learning Resources and E-Learning	
Description – Components	<p>Maldon District and the Dengie Peninsula should position itself as a pathfinder for the development of new educational and business support curricula which takes advantage of the rollout of superfast broadband into the area. This should include:</p> <ul style="list-style-type: none"> • Continue to promote the rollout of superfast broadband to local residents • As rollout across rural areas takes place, support the development of new course and learning tools to support learning at home. • Engage with people in isolated locations to test the demand for at home learning – promote existing online and at home learning • Partner with other rural areas in the east of England to share experiences and identify best courses to pilot online learning. • Consider funding infrastructure at HE/FE institutions to support new generation of e-courses (video lecturing etc). • Provide grant/loan funding to enable local residents to participate in learning.
Potential Partners (Lead and Partners)	<ul style="list-style-type: none"> • Essex County Council • Suffolk County Council, Cambridgeshire County Council, South East LEP, HE/FE partners
Funding and resourcing requirements	<ul style="list-style-type: none"> • £20,000 for initial support to develop delivery plan. • Further more significant funding will be required to develop full roll out. • Additional funding could be accessed from European sources (ERDF, Connecting Europe Fund).
Risks	<ul style="list-style-type: none"> • There are very few examples of this sort of project being successfully deployed. Project would require leadership from partners. • Although the project has been suggested in consultation, further work to assess demand would be required.
Successful example(s) from elsewhere	<ul style="list-style-type: none"> • Although the EU has been championing e-learning for a number of years (http://www.elearningeuropa.info/). There are limited examples of successful deployment of e-learning to date. Goldsmiths College have been UK partners in a major transnational project on this http://www.gold.ac.uk/educational-studies/euelearningproject/. • Singapore is widely regarded at the global leader in the delivery of internet based education provision http://www.thedailyriff.com/articles/e-learning-in-singapore-where-teachers-are-involved-in-product-development-927.php
Immediate Next Steps	<ul style="list-style-type: none"> • Liaise with Essex CC with a view to piloting the development of education based infrastructure • Further consultation with educational providers and neighbouring authorities

Bigger Picture Interventions

Responding to ‘Bigger’ Transport Issues

6.9 This section has primarily focused on two interventions which could counter issues of isolation and inaccessibility in Maldon. It is however important, that partners give due consideration to the longer term need to improve accessibility. It is recommended that organisations make a concerted effort to work together to monitor and tackle issues related to transport infrastructure in a coherent way. Areas for discussion and action could include:

- Lobby existing providers to deliver improved, more timely services.
- Identifying partners to deliver ‘Transport to Work and Education’ community-led initiatives (as outlined above).
- Identify and communicate important issues relating to existing infrastructure (such as heavy traffic on the A1021)
- Assess future demand for transport based on changing visitor and resident demand.

Where necessary, communicate this to relevant partners and providers

- Ensure that line from Liverpool St to Southminster is safeguarded after Bradwell moves into the care and maintenance phase in 2015.

Housing

- 6.10 Although not directly related to movement and accessibility per se, ensuring that partners remain responsive to future housing issues is important to the social and economic future of the area.
- 6.11 Despite the district performing relatively well in terms of house prices, turnover in sales and average weekly rents, like many areas, affordable housing is considered to be a major issue within the district. At the time of writing there are over 1,700 households on the Council's housing waiting list, 400 of which were considered to be a high priority (i.e. have notice to leave, are facing forced eviction or are living in temporary accommodation).
- 6.12 The impact of the closure of Bradwell upon the area's housing remains to be seen. Given the number of Magnox employees who are likely to leave the area (c. 180) and the number of sub-contractors who will also be leaving, there may be an increase in supply in the next 3 years. There will also certainly be an increase in B and B accommodation available which could be used to support families in housing need on a short term basis; that said, this is not an ideal solution and unlikely to lead to a long term solution to the problem.
- 6.13 It is important that partners are prepared to think innovatively about responding to housing issues in the area, monitoring supply and demand of property as the impact of Bradwell's closure is felt. Responses and actions could include:
- Support the development of higher quality intermediate housing in the short-term to address the immediate challenges faced by families in housing need.
 - Developing new alliances with private landlords, particularly if demand decreases as subcontractors leave the area. Consider developing a landlord registration scheme to increase the quality of private rented offer in Maldon District.
 - Developing new models of ownership and rental (particularly supporting locally derived cooperative models).
 - Negotiations for additional affordable housing to be provided in new developments
 - Interim support to bring empty properties back to the market (<http://www.emptyhomes.com/what-you-can-do-2/get-involved/getting-hold-of-an-empty-home/>).
 - Change of policy to support the delivery of new and affordable homes within the district.
- 6.14 Most importantly, stakeholders should use existing and emerging partnership structures to monitor and communicate how the housing market changes in the next few years. This information can then be used to develop a more definitive case for action, or to encourage

more relevant housing development from developers.

7. Funding the Plan

- 7.1 Funding the actions within the plan will perhaps be the most significant challenge that partners will face in delivery.
- 7.2 This section looks at some of the available funds and makes recommendations on which funding sources are appropriate for the different funding sources.

The Magnox Socio-Economic Fund

- 7.3 The Magnox Socio-Economic Fund works in partnership with the NDA and Energy Solutions to fund projects in neighbouring communities. Nationally the NDA has £10 million to support socio-economic development across its estate. This combined with match funding of £1m from Energy Solutions and funding drawn down from other sources provides a significant pot of money to bring about positive social and economic change.
- 7.4 Magnox's Socio-Economic Vision is 'to support the creation of dynamic, sustainable local economies for communities living near the decommissioning sites'. The four priority themes for support are:
- Employment
 - Education/skills
 - Economic and social infrastructure
 - Economic diversification
- 7.5 Proposals for funding from the socio-economic fund are evaluated against a number of criteria:
- Does the proposal address a specific issue of deprivation, local community priority or economic opportunity?
 - Does the proposal meet relevant national and local government and the NDA's priorities and objectives?
 - Is the proposal widely supported by local partners?
 - Are good governance arrangements in place?
 - Have efforts been made to maximise the impact of any potential NDA funding?
 - Is the proposal sustainable post-NDA funding?
 - Is it an invest-to-save proposal?
 - Are expected outcomes clear?

Applicability

- 7.6 This plan has been designed specifically to respond to the priorities and policies of Magnox and the NDA. Priority Areas 1 and 2 in particular link closely to the themes outlined above.

Coastal Communities Fund¹

- 7.7 The Coastal Communities Fund is designed to support the economic development of coastal communities and aspires to support a wide range of projects, including those that support charities, the environment, education and health. This fund is UK-wide and will be worth 50% of the gross revenue raised from the Crown Estate's marine activities. The first round of the fund was allocated from April 2012 and included the following allocations:
- Barrow in Furness - £900,000 to support the 'Unleashing Growth in Coastal Furness' initiative which aims to create 275 full-time jobs and more than 85 part time jobs
 - Bournemouth Borough Council - £2million over two years to create Europe's first National Coastal Tourism Academy (NCTA).
 - National Lobster Hatchery, Padstow, Cornwall - £150,500 to provide four new jobs and 15 training and volunteering opportunities at this social enterprise
 - RAK Maritime Project in East Anglia - £757,000 to provide maritime training to 63 young people each year over two years to support the renewable energy industry in East Anglia
 - Suffolk County Council - £762,000 to create 200 new employer-led apprenticeships to develop skills needed in the low carbon energy sector in coastal communities in Norfolk, Suffolk and Essex.
- 7.8 The Fund will open again for applications in April 2013. As yet priorities for next year have not been formally agreed but the focus will remain on funding initiatives to foster economic development in coastal communities. In August DCLG announced the funding breakdown for the UK for the Coastal Communities Fund for 2013/2014, which will increase from £24m to £28m.

Applicability

- 7.9 Essex has already been in receipt of Coastal Communities Funding through the low carbon energy project outlined above. It is important that partners develop bids in a way which makes them distinctive from projects outlined above and ensure that they respond specifically to issues identified in the baseline and evidence base. Given the scale of the fund, collaboration with other neighbouring areas is also advisable.

Rural Development Programme for England (RDPE) - DEFRA²

- 7.10 The Rural Development Programme for England (RDPE) supports rural areas in a number of ways which recognise the connections between agricultural and economic development, environmental stewardship and community sustainability. Funding is available to develop a wider rural business community and to enhance opportunities within communities where deprivation exists. One of the RDPE's 4 "axes" is to improve the quality of life in rural area

¹ http://www.hm-treasury.gov.uk/press_86_11.htm

² <http://www.defra.gov.uk/rural/rdpe/>

while diversifying the rural economy.

Applicability

- 7.11 RDPE has recently launched a new fund which is directly relevant to a number of the projects outlined within this report. The Skills and Knowledge Framework, provided through the Rural Development Programme for England, will offer a subsidised vocational training programme to help improve business skills.
- 7.12 There will be training opportunities in business management and computer skills (ICT), improving resource efficiency, developing leadership qualities, and improving animal health and welfare. Businesses will also be able to apply for training to improve traditional rural and farming skills and take new business opportunities in rural tourism.

European Structural Funds

- 7.13 There are a wide variety of funding initiatives available through the European Union. It is important that partner work with Essex County Council and South East LEP as well as monitoring emerging funds and mechanisms directly.

European Regional Development Fund

- 7.14 ERDF is a regional economic develop fund, which is the most common way for EU funds to be allocated at a local level in the UK. The East of England Fund running from 2008-2014 is built around 3 Axes:
- Priority Axis 1: innovation and knowledge transfer
 - Priority Axis 2 - enterprise and business support
 - Priority Axis 3: sustainable development, production and consumption
- 7.15 The programme has an emphasis on low carbon activities, energy and ICT as well as more traditional business support and employment related initiatives. The current fund has almost come to an end, but a new programme 2014-2020 is currently in development; exactly how this will be delivered is currently uncertain given the closure of the Regional Development Agencies, although the most likely scenario is that this will be distributed through the Local Enterprise Partnership.
- 7.16 Information, guidance and news on funding can be found at <https://www.gov.uk/applying-for-erdf-funding#applying-for-funding-in-the-east-of-england>

Applicability

- 7.17 Unfortunately, the vast majority of 2008-2014 funds have been allocated. There may be further rounds of funding (R21 has just passed) depending upon underspend from other projects and other sundry monies within the fund.
- 7.18 The focus on ICT (in P1) and low carbon energy (P2 and P3) could link to interventions within the plan. More generally, business support and start up opportunities could link to P1, but it is likely that any future calls will be for more specific projects.

European Funding ‘Mechanisms’

- 7.19 The EU is increasingly looking to develop new funding ‘mechanisms’ to respond to the diminishing flows of public and private funding for infrastructure. These are generally managed by the European Investment Bank and take the form of new financial tools (debt, equity and match funding)
- 7.20 The Continental allocation for **the Connecting Europe Fund** is as follows
- Improving transport links – €31.7bn
 - Connecting energy grids – €9.1bn
 - Supporting high-speed digital networks – €9.2bn
- 7.21 The fund would use innovative market instruments such as guarantees and project bonds to mobilise more private financing. It would be part of the EU budget proposals for 2014 to 2020.

Applicability

- 7.22 This example is included to demonstrate the type of funding mechanism which is increasingly offered through EU. It is highly unlikely that local partners in the Maldon area would be able to utilise this sort of mechanism. However, should a strong need be identified for future ICT or transport infrastructure, Maldon could work with regional and national partners to develop a proposition further.

Essex County Council

- 7.23 Essex County Council has a variety of funds to directly support local businesses and initiatives directly; it also takes responsibility for bidding for larger and countywide funds.

Applicability

- 7.24 There will undoubtedly be opportunities to access funding from and in partnership with Essex County Council. As such, once priority projects have been identified, Magnox should seek to enter a dialogue with the Essex Funding Team to explore options to match their funding into the area.

Essex Big Society Fund

- 7.25 The Big Society Fund is a small grants scheme funded by Essex County Council (excluding Southend and Thurrock) which is designed to fund community projects. Building on the success of the County Council’s Community Initiatives Fund, Retail Enterprise Fund and Making the Links Project fund, the Big Society Fund is designed to:
- create, procure or develop new community assets
 - enhance existing community assets or
 - enhance or develop initiatives that strengthen a community.

- 7.26 The Big Society Fund has been designed to be as flexible and responsive as possible to the needs of the community. It allows for grants to be given quickly to meet immediate need while placing over 50% of awards under the control of local communities.

Applicability

- 7.27 If the Travel to Work and Education Project were to be delivered via a local social enterprise of CIC then, it may well meet some of the objectives of this fund.

Maldon District Council

- 7.28 As the local authority, Maldon DC is responsible for the delivery of many of the statutory services. Where possible the council needs to be encouraged to 'bend' mainstream services to ensure that they are closely linked to the principles outlined within this strategy.
- 7.29 Also, given the requirement to match the vast majority of funds listed above, Maldon DC will need to consider how it deploys its reserves and uses its assets to ensure that it can maximise the match and in-kind support it can offer.

Business support and advice Applicability

- 7.30 Given the lack of existing strategic partnerships within the area, Maldon are the lead for most of the interventions within this project. As a result, their funding will be applicable for the majority of projects within this plan.

Grants and Loans for civil society organisations

- 7.31 There are a plethora of funds which offer support for community organisations that may become involved with the plan. Previously these were difficult to access and search; however, the 'Funding Central' website (<http://www.fundingcentral.org.uk/search.aspx>) provides an easily searchable, up to date database of grant funds and loans schemes.
- 7.32 Partners should provide some resource to work with voluntary and community organisations to identify where funds could be accessed to help deliver project in the plan and other activities which adhere to the objectives and principles outlined earlier in the document.

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