



## MALDON & BLACKWATER ESTUARY COASTAL COMMUNITY TEAM

### ECONOMIC PLAN

No.	Heading	Detail	Information
<b>Key Information</b>			
1	Name of CCT	N/A	The Maldon & Blackwater Estuary Coastal Community Team
2	Single Point of Contact (SPOC)	Name Address  Tel nos Email	Kerry Martin Economic Development Manager Maldon District Council Council Offices Princes Road Maldon Essex CM9 5DL 01621 875846 kerry.martin@maldon.gov.uk
3 (a)	CCT Membership	Names and position, e.g. resident, Local Councillor	CCT Membership will be confirmed subsequent to the initial Team meeting.
3 (b)	CCT Membership	Other partners and/or stakeholders to be involved.	As above.
4	Accountable Body	Local Authority Contact name & details	Maldon District Council  Does the Accountable Body have a representative on the CCT membership? <b>YES</b>
5	Local Area	Provide brief geographical description of the locality and a brief history if relevant.	Maldon Town & the Blackwater Estuary including Northey & Osea Islands. The area covered is the tidal estuary of the River Blackwater, starting at the saltmarshes at Salcott-cum-Virley, heading past Tollesbury, Goldhanger and Heybridge to Maldon at the head of the estuary.  On the south bank the site goes out from Maldon past Northey Island, Mayland Creek, St Lawrence to Bradwell, and then heads south on the coast of the Dengie Marshes to Tillingham.



6	Context – community	Description of local community with demographics.	<p>The Estuary forms part of the Greater Thames Estuary. It is a broad shallow estuary fringed by saltmarshes with significant areas of mud exposed at low tide.</p> <p>Farming on the north bank is mixed with livestock, arable and fruit production. There are a number of small villages from Salcott (pop 317), Tollesbury (1,977), Goldhanger (654), and Heybridge (8,175). At the head sits Maldon (14,220).</p> <p>On the south are the villages of Maylandsea (3,855), St Lawrence (1,388) and Bradwell (863) with predominantly arable farming and some livestock. There are 2 islands accessed by tidal causeways, Northey Island which is owned by the National Trust, and downstream Osea which is privately owned and operates an upmarket retreat.</p> <p>The economy is made up of many small local businesses with larger businesses occupying The Causeway Industrial Estate between Maldon and Heybridge.</p> <p>Historically this was a centre for engineering/manufacturing based around the agricultural manufacturing works at Bentalls, where some of the first motor vehicles were manufactured in the UK. Specialist manufacturing companies still operate there.</p> <p>Salt production has been known since Roman times, and the world-famous Maldon Sea Salt is still produced near Goldhanger.</p> <p>The Estuary is one of the traditional homes of the Thames Barges which transported goods to/from London helping to fuel its growth in the 19th/early 20th century. The Maldon port handled grain, timber and goods manufactured at the nearby Bentalls</p>
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			<p>works. The port peaked in 1984 at around 40,000 tons/year. The river still provides a home for 20+ small businesses including work on off-shore wind farms, maritime film-sets, traditional boat building, sail making and a successful web based chandlery.</p> <p>Bradwell power station has dominated the economy of the south side of the estuary since construction started in 1957. The movement to 'care &amp; maintenance' in 2015/16 will leave a £50M+ GVA hole in the local economy.</p>
7	Context – economy	Local economy, e.g. business, tourism, manufacture, etc, 'Starting point'	<p>The local economy of Maldon and the Blackwater Estuary is a typical mixed economy with no dominant sector. Retail, service and manufacturing industries are all present in Maldon, and there are a number of high quality specialist manufacturing businesses located there.</p> <p>In the hinterlands along the coast there is farming, which is predominantly arable though there are livestock farmers using the saltmarsh and coastal margins for grazing, where the prior consent of Natural England has been obtained.</p> <p>The port of Maldon has become home to a fleet of traditional Thames Sailing Barges, which at one time were delivering cargoes from all along the east coast to London. Maldon is the pre-eminent home of these traditional sailing craft, and they form a major visitor attraction.</p> <p>There are still a number of small businesses located around the estuary which are in the marine supply industry and there are 3 marinas in the Blackwater and a number of other pleasure boat moorings. Maldon and the Blackwater Estuary has a long established visitor and tourist economy with a number of caravan/lodge parks on both the north and south banks of the river.</p>



			<p>Historically employment within the visitor and tourism economy is significantly higher than national, regional and countywide comparators.</p> <p>Many of the residents of Maldon Town and the outlying villages commute to larger employment centres such as Chelmsford and into London by train despite the poor road and transport links locally.</p> <p>Maldon has a developed service sector which services the local district though the adjacent larger service centres of Chelmsford and Colchester still dominate. In recent times a number of smaller high quality artisanal food producers and suppliers have started up to support the established food producers from the area including the world renowned Maldon Sea Salt, Wilkins and Sons Jams &amp; Preserves and Maldon Oysters. Making Maldon and the Blackwater estuary a centre for artisan and high quality food production.</p> <p>Bradwell currently employs 250 people, many of whom are sub-contractors, but this work will cease soon with the subcontractors moving on creating a local impact.</p> <p>There is the possibility of the construction of a new power station but if this happens its economic impact will not be felt until construction commences in the future.</p>
<b>8</b>	Related initiatives	What else is going on in the community of economic importance, e.g. BID, LEP, CIC, CCF, CRF	<p>Maldon District Council currently has a Coastal Communities Fund programme known as the 'Dengie Gateway Project'. Maldon District Council has submitted a bid to CRF, and two other bids have been submitted from the area.</p> <p>LEADER funding is available to the rural areas of Maldon District outside of Maldon Town via the Essex River Local Action Group.</p> <p>EAFRD Growth Fund funding is available to</p>



			rural areas via SE LEP.  There is a possibility of Heritage Lottery Funding for funding Heritage projects.
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### CCT Plan

9	Ambition	A positive statement of the aims and objectives of the plan and a description of what it will achieve. Description of 'what success will look like'.	<p>The Maldon &amp; Blackwater Estuary Coastal Community Team will facilitate and support the sustainable growth of the local economy through developing the visitor offer by concentrating on the Marine Heritage, Historical, Outdoor Leisure and food sectors of the economy.</p> <p>Success will be increased visitors enjoying the outstanding offers that Maldon &amp; the Blackwater Estuary has to offer in these sectors.</p> <p><i>(Note: It is estimated that a 2% increase in visitor numbers will generate an additional £1.7m for the local economy)</i></p>
10	Needs of the community and intentions of the team to meet them.	Identify the socio-economic needs of the community and the opportunities to meet them. Each element should be Specific, Measureable, Achievable, Realistic and Timed.	<p>Maldon &amp; the Blackwater Estuary is close to centres of major population, yet isolated in terms on transport links. There is no rail connection to the area. The only road connections to the area are by single carriageway routes.</p> <p>Since the demise of commercial traffic to the port of Maldon, siltation of the river at Maldon, as highlighted in the 1996 'The Blackwater Estuary Management Plan' has been a major issue. The Environment Agency currently undertake some dredging works but the width of the river channel has been decreasing, there is a danger that the river up to Maldon becomes less usable to pleasure and leisure craft including the famous Thames Barges which are the main Maritime Heritage leisure draw.</p> <p>Maldon and the Blackwater has become one of the last strongholds for the maintenance and skills needed to preserve traditional sailing craft, since the closure of Priors boatyard in Burnham, and residential</p>



			<p>developments along the waterfront in Faversham, Wivenhoe and Brightlingsea. Many of the craftsmen, sailing skippers and engineers are approaching retirement age, which could lead to the complete loss of our Heritage. We plan to consult with the local community and draw-up a plan to prevent such a loss through Apprentice and scholarship scheme(s).</p> <p>Bradwell Nuclear Power station, situated at the mouth of the Blackwater Estuary on the southern shore, dominates the landscape, and is a reminder of past prosperity. The power station ceased generation in 2002 and since that time has been going through the decommissioning process with up to 1,000 workers on site at any one time. These workers were estimated to add up to £50M pa of GVA into the local economy. It is envisaged that this work will complete late 2015/early 2016, with the subsequent reduction in workforce to zero.</p> <p>Bradwell is on the preferred list of options for the siting of the next generation of nuclear power stations, however at this time no firm decision has been made, and even if it were made the process of planning/appeal/ public consultation might mean that construction might be delayed for a number of years.</p> <p>The new power station polarises opinion in different groups. Many are keen to benefit from the increased employment opportunities that it brings, but some are worried about the potential ecological and wider environmental effects.</p>
11	Analysis	Describe the strengths, opportunities, weaknesses and threats in meeting the needs at 10 (a).	<p><b>Strengths:</b></p> <p>Maldon &amp; the Blackwater Estuary have a long and well recorded historical past with Roman, Saxon and early Christian sites all predating the Norman conquest in evidence around the estuary.</p>



		<p>Maldon &amp; the Blackwater Estuary already is an established centre for historical maritime interest.</p> <p>Maldon has established day visitor attractions such as Promenade Park, and high profile one off events such as the annual 'Maldon Mud Race'.</p> <p>The coastline of the Blackwater estuary is relatively undeveloped and has a well-used coastal footpath with numerous access points along its length. There are also numerous other footpaths.</p> <p>The natural environment along the coastline flourishes with different wildlife and is a world renowned centre for overwintering birds; the Blackwater being the 16<sup>th</sup> most important estuary in the country supporting a 5-year average of over 73,000 birds!</p> <p>Much of the land is farmed with arable crops, which in themselves form attractions to some wildlife.</p> <p>In addition to the maritime heritage element the Blackwater Estuary is a major centre for water sports of all kinds, especially sailing. There are numerous sailing clubs, marinas and moorings along the river and its creeks, and the estuary provides sheltered sailing waters.</p> <p>Despite being relatively unconnected to mainstream public transport systems and having relatively poor road connections and infrastructure, Maldon and the Blackwater Estuary lie approximately 40 miles from London. The rest of Essex has excellent communications to London and beyond via road, rail, air and sea transport links, therefore the proximity can outweigh these challenges.</p>
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		<p><b>Weaknesses:</b></p> <p>The river is tidal and has a large tidal range, and at low water there are significant areas of mud flats exposed. These attract different birds but make navigation of the river at low water tricky.</p> <p>The river is also recognised as a breeding ground for Oysters and certain fish species.</p> <p>As previously mentioned because Maldon is no longer a working port siltation is a significant problem, and although minor dredging works take place, the river channel at Maldon and The Hythe is now significantly narrower than it used to be in the day when Maldon was a commercial port.</p> <p>The facilities for visiting boats to Maldon are extremely primitive, and could be substantially improved, with signage, depth gauges, and water, electricity and sewage facilities.</p> <p>It is felt that the facilities for visitors in the way of parking, public toilets, accessibility to different attractions is below the standard of competitors and need to be upgraded to meet visitor expectations. If visitors are to stay longer than one day the area lacks quality hotel and overnight accommodation. In some places access to the river and waterfront is difficult although there is a coastal footpath that runs along the route of the sea wall.</p> <p>The very isolation and difficulty of access for many parts of the river can be viewed as a strength for those seeking isolation but conversely seen as a weakness if increased visitor numbers are to be attracted.</p> <p><b>Opportunities:</b></p> <p>Because the usage of the countryside around the estuary is limited it is seen as an opportunity to engage with different user</p>
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		<p>groups to encourage them to visit the area and enjoy the countryside and scenery that is on offer surrounding the estuary. It is felt that there are opportunities to develop the cycling offer (due to the flatness of the land and relatively low traffic numbers and that National Cycle Route 1 goes through Maldon), and equine offer for visitors.</p> <p>The Blackwater Estuary part of the England Coast Path, which is due to be open/complete in 2020 is already available, however the promotion of this will encourage more people to walk and with its relative proximity to major centres of population it is hoped that the Blackwater section will see increased numbers.</p> <p>The historical sites around the Blackwater estuary on land are numerous such as the site of the Battle of Maldon, St Peters and various Roman remains (including the Orthona Fort which is relatively un-explored) are well documented and mapped in the Blackwater Estuary Management Plan of 1996, and there is scope to use these to increase visitor numbers interested in history in addition to Maritime History.</p> <p>Maldon and the Blackwater Estuary has in the past been used as a location, most recently in Woman in Black, but the numerous and different locations offer potential.</p> <p>The river itself offers huge potential. From increasing visiting yacht and boat users to fishing. The Marine Conservation Zone (MCZ) located just off the mouth of the Blackwater and the NORI initiative which is looking to improve the stocks of native oysters, for which Maldon is famous.</p> <p>Maldon Town itself enjoys healthy visitor numbers during the summer months and the Promenade Park are the main</p>
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		<p>attractions for family audiences</p> <p>It is however felt that this area provides opportunities for sustainable growth in visitor numbers.</p> <p>Bradwell 2 is a massive opportunity to boost the local economy, however how the project is managed in light of growing and developing the opportunities detailed above is key.</p> <p><b>Threats:</b></p> <p>Whilst increasing visitor numbers and thus spend, is an overarching objective, it is felt that just going for numbers may overwhelm the wild and open nature of the areas offering.</p> <p>The continued siltation if adequate dredging does not take place in Maldon is a threat to the barges and maritime heritage offering of Hythe Quay and the port.</p> <p>The people currently operating the historical sailing craft are aging and there no young competent mates or barge skippers coming through. It is also questioned whether enough shipwrights, and Marine engineers to maintain them into the longer term.</p> <p>Climate change and the potential for rising sea levels combined with poor/lack of maintenance of the sea walls is a major long term threat to the ecology and landscape of the area.</p> <p>Everywhere in the country is now under pressure to build more houses and whilst this is acknowledged it is felt that development must be sustainable to retaining the nature and culture of Maldon and the Blackwater Estuary area or it will be detrimental to the Coastal Community Team's objective of developing the visitor economy by focussing on Maritime Heritage.</p>
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12	Data – <i>while an essential element of the plan, it could be included in a ‘daughter’ document.</i>	Provide evidence to support the intentions of the plan. This will include statistical data but broader data should also be included. Data used should be specific, relevant and transparent. It is sufficient to reference evidence held elsewhere.	Maldon District Council undertook an online survey and workshop to gather data from interested relevant parties regarding the formation of the Coastal Community Team and its Strategy and Plans going forward.  Blackwater Estuary Management Plan (1996) River Blackwater Business Plan Final Report (July 2002) Maldon District Tourism Strategy Research (2007) carried out by East of England Tourism Tourism Value and Volume Report 2015 – Visit Essex Dengie Gateway Project Report- Ingham Pinnock (2014) Essex & south Suffolk Shoreline Management Plan (SMP) RSPB Data. MHIC
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### Delivering the Plan

13	Key projects and/or bodies of work.	High level description of discrete pieces of work showing CCT role, indicative partners and timescales.	To support the sustainable development of the area's tourism offer and continue to identify opportunities and work positively to resolve discrete issues in liaison with other groups and pieces of work.
14	Short term goals/actions	What will the team achieve in the next 6 months? Should demonstrate 'quick wins'.	<ul style="list-style-type: none"><li>The Team will formulate, meet and set out a calendar for future meetings.</li><li>The Team will agree Terms of Reference and elect a Chairman.</li><li>The Team will review, agree and publish the Economic Plan.</li><li>The Team will identify a location and arrange for the installation of a pilot visitor signage point, with close connection to the river and other local amenities. The area should have existing parking facilities but lack</li></ul>



			<p>signage.</p> <ul style="list-style-type: none"><li>• The team will identify ways to engage new groups and individuals who may be able to contribute fresh ideas.</li><li>• The team will review signposting/tourism signage and make recommendations as to how alterations/improvements might be made, including reviewing best practice from elsewhere.</li><li>• The team will identify and liaise with key stakeholders to ensure their buy into the CCT's plan. These will include sailing clubs, food providers etc.</li><li>• The team will liaise with marketing initiatives currently planned and underway, to ensure maximum promotion of the area.</li><li>• The team will review parking availability in the area and make recommendations as to how alterations/improvements might be made.</li><li>• The team will review transport connectivity in the area and make recommendations as to how alterations/improvements might be made.</li></ul>
15	Performance measures	For first 6 months – to be SMART	<ul style="list-style-type: none"><li>• Formation and regular meeting of the Team.</li><li>• To produce a report on signage, parking and transport connectivity with recommendations.</li><li>• Further performance measures will be identified following the first Team meeting.</li></ul>
16	Medium term goals/actions	For 6mths to 5 years	<ul style="list-style-type: none"><li>• To contribute to and support/promote the development of a tourism website to promote both the estuary and the land and attractions surrounding it.</li><li>• Investigate the potential of recruiting a community outreach officer.</li></ul>



			<ul style="list-style-type: none"><li>• To implement a network of coastal ambassadors who act as liaison points to local businesses.</li></ul>
17	Performance measures	For 6mths to 5 years – to be SMART	To have the team of coastal ambassadors working, feeding back and contributing on a regular basis to the community. To have maintained or improved the condition of designated sites (as undertaken by Natural England).
18	Long term goals and actions <b>Optional</b>	Strategic plans beyond 5 years – include performance measures where appropriate.	To ensure the long term viability of Maldon port as a Historic Maritime Centre with accessibility for historic shallow draft sailing vessels into the port of Maldon so that on shore activities which are supported by the Maritime Heritage are supported to grow thus ensuring greater and higher quality visitors to Maldon and the Blackwater Estuary.  The target will be to become more of a year round destination attracting a 2% increase in day visitors and a 2% increase in overnight stays.  Continued use of and promotion of the River Estuary and its attractions that build on its usage in a planned and managed way to maintain the diversity of activity such as leisure pursuits fishing, oyster beds, and embracing all the benefits and issues that the construction of a new Nuclear Power station at Bradwell may encompass.
19	Barriers	Identify any barriers to delivering the plan and if you have contingencies to manage them.	There have been previous reports such as the Blackwater Estuary Management Plan (1996) which have failed to be fully carried forward, and it is hoped that all partners and stakeholders come together to deliver outcomes.  There are already existing partnerships which need to buy into the work of the CCT and contribute so that the resources required, both physical and capital, can be mobilised to ensure the ongoing delivery and development to build on initial successes.



			<p>As always funding and finance has to be secured to carry out the envisaged works.</p>
<b>20</b>	Resources	Who and what will be required to deliver each element of the plan. Include 'in kind' services, volunteers, etc. demonstrate how local expertise will be utilise and/or grown.	<p>Commitment from elected Members and Officers at Maldon District Council, Essex County Council and others.</p> <p>Physical commitment from partners and volunteers.</p> <p>Financial commitment from public agencies and the private sector to ensure that key projects are funded and delivered.</p>
<b>21</b>	Costs	Detail of costs of each element of plan.	<p><i>All costs are indicative</i></p> <p>Subsequent meetings - £250</p> <p>Publish the Economic Plan - £250</p> <p>Visitor signage point – £4,000</p> <p>Engagement activities - £500</p> <p>Signage / Parking / Transport review £0</p>
<b>22</b>	Value	What is the value of the plan to the local economy?	<p>£1.7m</p> <p>Based on 2% increase in visitor number and average spend data.</p>
<b>23</b>	Funding	Identification of funding streams and how costs of project(s) will or could be met.	<p>LEADER Funding from Essex Rivers LAG is available to projects 2015-2020 in all areas of the Blackwater Estuary outside of Maldon town.</p> <p>There have already been 3 Coastal Revival Fund Bids from the area submitted and the outcome is awaited.</p> <p>There is still (in the short term) funding available from Magnox Socio-Economic Fund which is aimed at mitigating the impact of the closure of decommissioning works at Bradwell I.</p>



			<p>SE LEP is the main conduit for public sector funding and EU funding such as ESF/ERDF/EAFRD</p>
<b>24</b>	Maximising resources and costs	<p>Describe how this will be minimised, e.g. shared services, use of technology, avoidance of bureaucracy, etc.</p>	<p>It is anticipated that Team members will be able to support future meetings and offer venues. Costs are not expected to exceed £250.</p> <p>Through the use of the Council's, and other members, web presence and social media accounts, it is anticipated that publicising and printing the Economic Plan will not exceed £250.</p> <p>By utilising the visual language work already underway and existing local knowledge, design costs will be kept small, and will also assist in future work.</p> <p>Accordingly the cost of the proposed Visitor signage point will not exceed– £4,000</p> <p>Through existing links with local schools and other stakeholder groups, future engagement activities are expect to yield a significant amount of interest and creative ideas for minimal outlays, approximately £500 will be allocated to this activity.</p> <p>It is hoped that Team members will take responsibility for undertaking the proposed Signage / Parking / Transport review. It is hoped that this will not only assist identifying opportunities in the future but also improve the visitor information available through the tourism website.</p>

### Communications

<b>25</b>	Consultation	<p>Describe existing results of consultations and planned consultation exercises.</p>	<p>An on-line survey was prepared and distributed widely to a database of potential partners as per the original bid. Subsequently a consultation event was held on 26th October 2015 for interested parties to attend.</p>
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			<p>As a result of these consultations, the main focus of the Maldon &amp; Blackwater Estuary Coastal Community Team and its plans has shifted from the promotion of the outstanding local food &amp; drink offering to Maritime Heritage as the key focus of the team.</p> <p>The draft plan was circulated for comment and feedback, and the final plan (this document) will be widely distributed.</p> <p>As the work of the team progresses the plan will undergo iterative changes as the team becomes more embedded and different opportunities and projects arise.</p> <p>It is proposed that further engagement activities, perhaps with schools and other interest groups, will bring additional fresh ideas to support the work of the Team.</p>
26		Describe plans to involve and inform partners and other bodies, including the accountable body, CCA and DCLG.	<p>Maldon District Council as the Accountable Body will discharge their obligations in communicating the plan to DCLG within the agreed timescales.</p> <p>Maldon District Council is actively involved in the work of the Coastal Community Alliance and will inform the group.</p>
27	Communication with community	How will the community and stakeholders be involved and informed of progress and outcomes	<p>Maldon District Council (the accountable body) has set up a dedicated microsite on its own website to share information/documents regarding the work of the Team.</p> <p>Regular announcements are being made by MDC through social media detailing the progress that the CCT has made, its future plans and success stories.</p>
<b>CCT Logistics</b>			
28	Management of team	How the team will operate, frequency of meetings,	The logistics and management of the Team will be discussed and ratified at the inaugural CCT meeting.



		centrality of team to projects, etc. How the team is representative of the community.	
<b>29</b>	Support structure	Network of support built to enable CCT to deliver the economic plan	The CCT will utilise social media and local networks to support Team members and help delivery of the economic plan.
<b>30</b>	Costs	Running costs of CCT itself	It is anticipated that CCT members will be able to support future meetings and offer venues. The only costs expected will be minimal.
<b>31</b>	Sustainability	Long term plan for team and how this will be managed.	The sustainability and long term plan for the CCT will be discussed and ratified at subsequent Team meetings.
<b>32</b>	Areas of Specific Interest	Provide areas of on which you would wish to join a working group or network (virtual or otherwise), e.g. arts, tourism, housing, piers, sport, transport, heritage, marketing, etc.	<ul style="list-style-type: none"><li>• Tourism</li><li>• Heritage</li><li>• Marine Heritage</li></ul>

**ENDS**