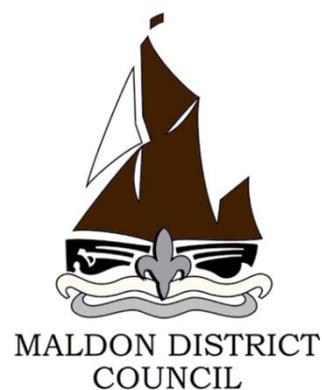


Document Control Sheet

Document title	Prosperity Thematic Strategy
Summary of purpose	To evidence how the Council will achieve the outcomes set out in the Corporate Plan and aligned to this theme.
Prepared by	Georgina Button
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Validity Statement

This document is due for review by the date shown above, after which it may become invalid. Users of the strategy or policy should ensure that they are consulting the currently valid version of the document.



Prosperity Thematic Strategy (draft)

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APPENDICES

Appendix 1: Glossary of terms or abbreviations

Appendix 2: Why are the outcomes we have identified important?

Prosperity Thematic Strategy

1 Our prosperity vision: Local businesses supported, and new ones attracted.

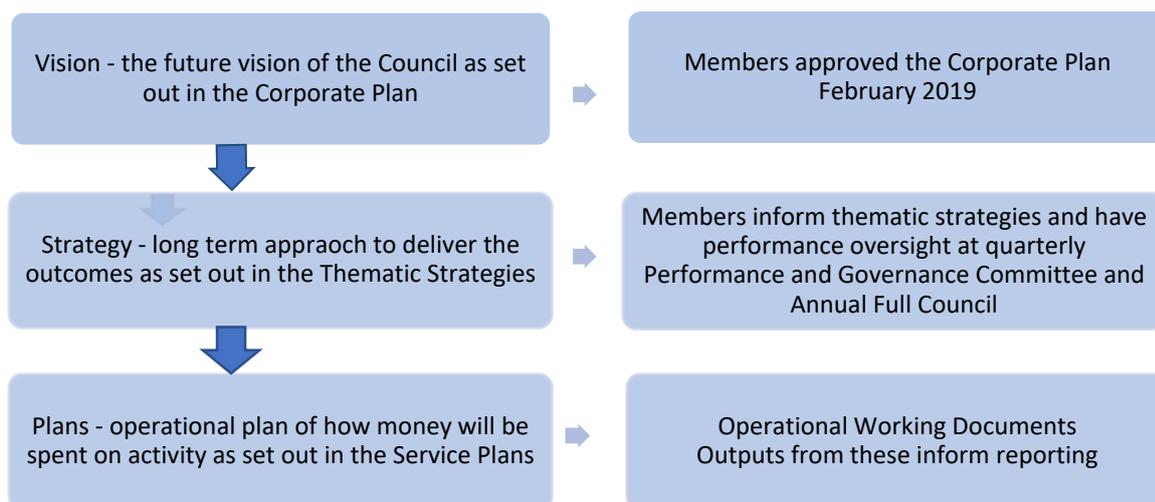
It's important as a Council we focus our time and effort in priority areas to enable us to support local businesses and attract new ones to the District.

The following Prosperity Strategy underpins the approved and adopted Corporate Plan [2019/23], Maldon District Council's top-level strategy document. The Corporate Plan sets out our vision to achieve a **'Sustainable Council – Prosperous Future'**.

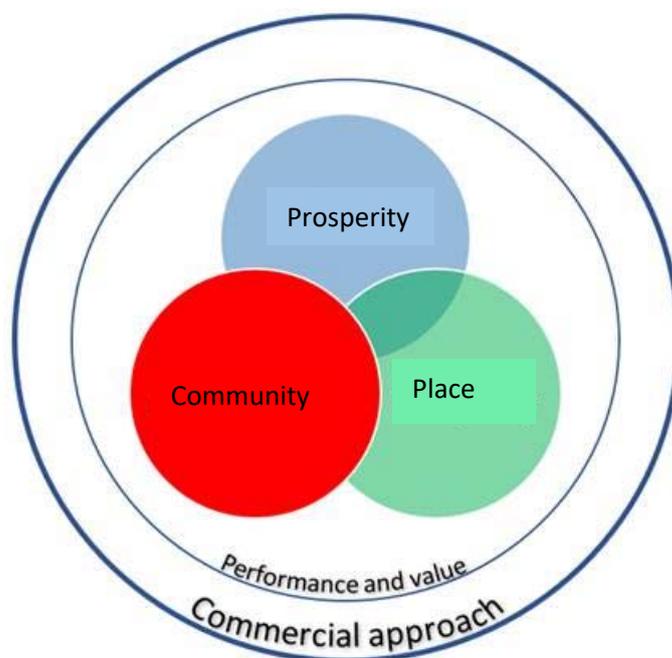
The positive impacts that we want to make in relation to this vision is explained in more detail by our three priority strategic themes; namely **Community, Place and Prosperity**.

With the known financial pressures faced by Councils today, we are fully committed to delivering our outcomes set out in each of the strategies and will deliver the work we do using modern technology; an Agile working practice and a project management and commercial approach.

The following key documents and the role of Council Members to enable the Council to evidence and achieve its vision, is set out below:



The three themes underpin the Council's organisational focus to deliver excellent services and value for money whilst ensuring we plan efficiently for the future and create a sustainable future. The three thematic strategies have been developed in unison, to maximise strategic opportunities and outcomes. Each strategy is high level and inform the service plans for operational delivery. The strategies are driven by our operational performance and value outcomes and commercial approach.



2 Purpose

The purpose of this strategy document is to outline the Prosperity outcomes the Council has set out to achieve in order to ensure that it creates a place where local businesses are supported, and new ones attracted.

This strategy document will help deliver the Council's Corporate Plan and provide clear direction for allocating and managing our resources. It identifies the measures by which we will monitor our performance, alongside setting targets that we will strive to achieve. Priority programmes, services and partnerships that we will focus on are also highlighted. Importantly, the Prosperity strategy informs all service plans and performance reviews across the entire Council.

We will support businesses through an outcome-based approach, through smart partnering and through the delivery of strategic projects.

This will be achieved in the following ways:

- Efficient and effective engagement with businesses
- Strengthening our relationship with the right government bodies and boards to seize funding opportunities
- Strategic inward investment
- Delivery of strategic employment sites in accordance with the Local Development Plan (LDP*)
- As stated within the LDP, the Council will support potential new nuclear opportunities that may come forward in Bradwell B nuclear plant development by maximising the community benefits and associated development
- Partnership working to provide an Enterprise Centre

- Rural and coastal business and diversification supported
- Tourism supported and encouraged.

This strategy document will help deliver the Council's Corporate Plan by means of:

- providing residents and businesses with a clear picture of the priorities we have identified for the District and where we will be prioritising resources;
- providing clear direction for allocating and managing our resources, grant funding and capital expenditure.;
- identifying the priority measures by which we will monitor our performance, alongside setting targets that we will strive to achieve;
- informing partners and stakeholders in relation to their investment and service delivery decisions;
- highlighting the strategic partnerships, programmes, projects and key services that we will focus on;
- setting the framework for the development of other Council strategies and policies which ultimately lead to the right decisions being made;
- setting the framework through which the Council will measure the progress in delivering key priorities; and
- fundamentally shaping all service plans and performance reviews across the entire Council.

Given this Thematic Strategy is a living document and works closely with the other two themes, it will be reviewed as new insight emerges; alongside new opportunities and arising challenges.

3 Prosperity: What we know today

It's important to understand the District's current situation and look at the data which will help inform our priority areas of work. The following table sets out where we are now and some of the current figures which inform our Prosperity priorities and activities for the Maldon District:



*Data sources are highlighted in the strategies, policies, evidence base documents and data sources section of this document.

4 Getting our priorities right

Using data and insights from a range of inputs and evidence, policies and legislation, the following SWOT* analysis has been carried out to help us identify our Prosperity focussed strengths and weaknesses. The following information enables us to identify where we should be focussing our time and resource to ensure we are achieving all Prosperity outcomes either directly or by smart partnering, and where we can effectively measure performance.

Strengths	Weaknesses
<p><u>Location</u></p> <ul style="list-style-type: none"> • One of the District’s greatest economic strengths is its quality of life. The High resident satisfaction levels make the District a desirable place to live, work and visit, plus the District often enjoys a good rating in national quality of life surveys. • The District is a mix of old and new and is characterised by diverse and distinct natural, historic and built heritage, making a significant contribution to the overall quality of life on offer. • Strategic location - proximity to M25 and London; access to Stansted, Southend airports and ports of Harwich, Felixstowe, Tilbury and London Gateway Port. • Important spatial connections with important growth areas including the Thames Estuary and the M11 corridor. • Rich maritime heritage supporting tourism: the Hythe Quay, the old port of Maldon is the foremost modern-day centre for Thames Sailing Barges. 15 mile stretch of fine sailing water between Burnham-On-Sea and the open sea is renowned in sailing circles as ‘Cowes of the East Coast’. <p><u>Economy</u></p> <ul style="list-style-type: none"> • Local economy legacy of innovation – e.g. Burnham-on-Crouch and Tollesbury both specialise in marine engineering. • High level of business start-up rate. 	<p><u>Location</u></p> <ul style="list-style-type: none"> • Out-commuting is a prominent feature in the District, and out-commuting exceeds reverse-commuting by 8,000 people a day. • Limited rail infrastructure. <p><u>Economy</u></p> <ul style="list-style-type: none"> • Insufficient investment in managed office space/industrial units offering business start-up units and grow on space. • Weekly Salary for workers in District below Essex average: 503.4 Maldon, compared to 560.7 across Essex. • Low employment density. • Roll-out of broadband across the District. • Some pockets of ward level ‘deprivation’ (social and economic) in the District. • Lacking means for Business to connect, work together and win business together. <p><u>Skills</u></p> <ul style="list-style-type: none"> • Low skilled sector, lower than UK average proportion of resident workforce with higher level skills (NVQ Level 4 to degree and above). • No Further Education College presence.

- For a rural District, Maldon is exceptional for the breadth and diversity of its business base. The local economy contains businesses in a wide range of sectors which include world-class advanced manufacturing companies - designing and building products at the cutting edge of technology; a cluster of niche marine businesses, and high-tech engineering providers.

Skills

- The District is home, and in-close proximity, to a variety of good educational facilities. The District has public and private schools as well as a good choice of highly performing primary and secondary schools. Nearby Chelmsford and Colchester offer some of the best performing grammar schools in the County and ones that compare highly favourably against other schools nationally. Anglia Ruskin University, University of Essex and Writtle College are also within easy reach.
- Growth in % of population of with NVQ*4+ qualifications.

Retail

- Busy visitor economy - well served by eclectic mix of local independent and specialist retailers.
- High median residents' weekly earnings support local economy.

Tourism

- District has an excellent reputation for hospitality and there are a host of restaurants, inns, and cafes, together with a range of quality assured accommodation providers.
- Diverse range of tourist attractions e.g. only surviving WWI airfield; Combined Military Services Museum; numerous historic architectural gems e.g. Chapel of St Peter-on-the-Wall; Moot Hall; Beeleigh Abbey and Plume Library.

<ul style="list-style-type: none"> • District is famous for its world-renowned Maldon Sea Salt production and is recognised for its vineyards and breweries, seafood and top-quality food producers. • Strong maritime links further evident through the marinas, docks and boatyards. • A colourful calendar of traditional barge matches, regattas, races and festivals has put the area on the map as a destination for maritime leisure and water recreation. 	
<p>Opportunities</p> <ul style="list-style-type: none"> • The ‘Central Area Masterplan’ endorsed by Maldon District Council and its associated high level of business engagement. • Maldon Sense of Place will provide business engagement and seek opportunities to raise the profile of the District and in turn, inward investment. • Brexit - once more insight is available. • Increased Broadband coverage. • Development of a District Enterprise Centre. • New Nuclear opportunity, Bradwell B – socio and economic growth, and infrastructure. • Build further on our niche and artisan food and drink sector (‘Grape & Grain Trail’ etc.) • Identification of commercial land within LDP to increase supply of high quality, flexible premises. • Support of diversification and enterprise. • Improve the District’s physical connectivity • Strengthen Education and generate local skills provision – understanding local Business needs. • Strengthen vocational career pathways for young people through new 	<p>Threats</p> <ul style="list-style-type: none"> • Online shopping and fringe – out of town retail offering versus traditional high street experience. • Lack of secondary school capacity post current LDP. • Economic growth competition from the rest of Essex. • Mobile phone coverage in some parts of the District. • Decline in public sector - a consequence of austerity measures, Central Government funding and Council budget pressures. • Brexit – impacts not yet fully understood. • Disproportionate impact on agriculture - any future loss of subsidies for the farming sector could have a disproportionate impact for the District’s economy.

<p>apprenticeships, as well as older workers considering a change of occupation.</p> <ul style="list-style-type: none"> • Improvements to A12 and new junction and link road to by-pass Hatfield Peverel. • Making better use of the coastline and estuaries. • Expansion of local schools. • Employment expansion opportunities. • Potential further expansion of Stansted and Southend airports. • Generate greater local economic benefits by supporting the reduction of outflow of highly skilled residents by promoting local business growth and creating a supportive environment for higher paid and higher skilled jobs. 	
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5 Where do we want to be?

Understanding our current performance in areas and where we can measure impact is vital in helping us make a difference and to achieve our Prosperity outcomes. The following sets out where we will focus our efforts, what we will measure, our current performance (if known) and our future target. Using our approach of Smart Partnering, we have identified if we will deliver each outcome solely or in collaboration with strategic partners.

VISION: Local businesses supported, and new ones attracted	Outcome	Measure Taken from existing source (including any statutory measures) or identified as a new measure	Current Performance	Target	Delivered in Partnership
	Delivery of strategic employment sites in accordance with the Local Development Plan.	% of identified sites are actively promoted through Economic Delivery Partners	Not currently measured. However, partners engage with businesses and are aware of our sites. Future monitoring will be reflected in the Prosperity Strategy performance reporting to the	100%	Y

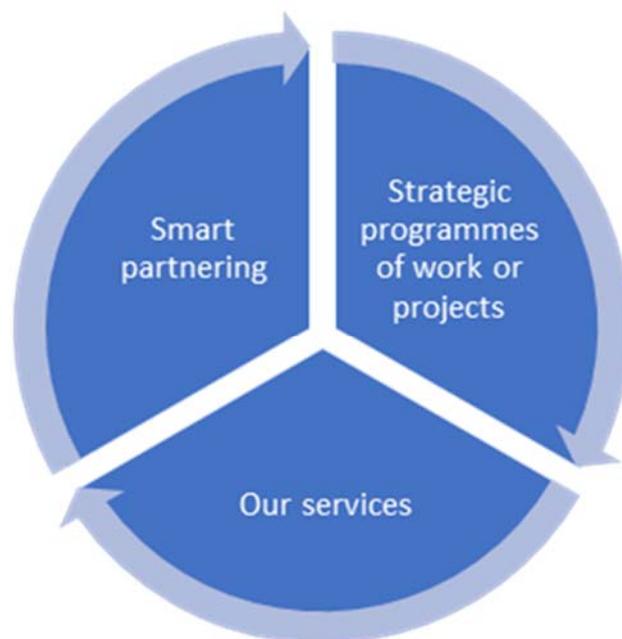
APPENDIX C

		Performance and Governance Committee.		
	Job creation	Monitoring will commence this year and evident in the Annual Monitoring Report.	A minimum of 2,000 net additional jobs by 2029 (As stated in the LDP)	Y
Provide an Enterprise Hub: A small scale provision based out of Maldon District Council's office building:	Deliver Enterprise Hub based in Maldon District Council's building	N/A	Enterprise Hub Delivered April 2020	N
	Number of businesses based in Enterprise Hub	N/A	Number of businesses operating out of Enterprise Hub	Y
In Partnership provide an Enterprise Centre: larger scale facility than Enterprise Hub.	Deliver Enterprise Centre	Produce Business plan by March 2021	Enterprise Centre delivered 2025	Y
Rural and coastal business and diversification supported and encouraged	via Sense of Place Establish Maldon Rural Business Growth Strategy	Partnership delivery protocol agreed June 2019 which sets out focus areas of activity. SoP Coordinator to be recruited.	Contract performance monitoring of all SoP objectives.	Y
	Response to Bradwell B (in due course).	N/A – New	Production of Supplementary Planning Document March 2020	Y
Tourism supported and encouraged: to be delivered through digital promotion and campaigns from October 2019.	Tourism spend	Currently 7.5% of economic output (2017) (it was 5% in 2007). Data update due in September via Visit Essex, Volume & Value report.	Target to be set in September when the 2018 - data is available.	Y
	No. of visitors to Visit Maldon Website – unique visits	Total for 2018/19 - 361,440	20% increase - 2019/20.	Y
	Number of digital tourism campaigns delivered	Monitoring will commence end of Phase 2 of Future Council.	To be determined 2019.	Y
	Business benefit evidence – through tourism activity business survey.	N/A - New	Survey February 2020 to create baseline.	Y
	Maldon Sense of Place	To be determined: number of tourism events promoted via Sense of Place);	To be determined:	Y

			<p>Number of tourism businesses engaged via Sense of Place.</p> <p>Measures being established by the SoP Board who also provide the governance and monitoring of the Magnox funding examples</p>	<p>Targets will be reported in the October to the Performance and Governance Committee.</p>	
Efficient and effective engagement with businesses	Maldon Sense of Place – number of Number of businesses engaged.	N/A – New	To be determined	Y	
	Maldon District Council Business Satisfaction Survey of businesses to establish satisfaction levels with MDC Services.	N/A – New	Baseline business survey – February 2020	N	

6 How we will achieve our targets?

We have set ourselves the challenge of delivering our outcomes in three main ways, they are:



Smart partnering – aims to link assets and initiatives of organisations and groups with community/business outcomes for a powerful and long-term impact. The smart partnering undertaken will build on and support strategic programmes of work or projects which will be supported by strategic thinking and collaborative leadership.

Strategic programmes of work or projects – focussing on existing and new strategic programmes or projects which will achieve the delivery of Council outcomes. These programmes and projects will be underpinned by evidence of need, insight and a clear project management approach whilst ensuring clear measurements are captured for deliverability against prosperity council outcomes.

Our services – those services which are delivered by the Council and affect the community will be value for money and efficient - delivering community outcomes, needs and goals.

Smart Partnering: We aim to collaborate with other councils and partners, provide better information and insights, and improve ways of working in partnership to problem solve and achieve common ambitions – for instance, whether if that is through joint procurement or by increasing the opportunity to secure extra funding and seizing commercial opportunities.

The following smart partnerships are identified in relation to our prosperity vision of **“Local businesses supported, and new ones attracted.”**

Partners	Relationship	Funding	Influence	Joint Delivery
South East Local Enterprise Partnership (SELEP)*	The South East Local Enterprise Partnership (SELEP) is one of 38 LEPs, established to provide the clear vision and strategic leadership in the South East (Essex, Kent and East Sussex) to drive sustainable private sector-led economic growth and job creation.	Y	Y	N
Essex Business Board (EBB)*	Is a high-level federated engagement business board reporting to the South East Local Enterprise Partnership (SELEP)*, bringing together both public and private sector leaders. This board has both a strategic and a funding role in support of the Essex economy. As such, it is a vital partner for Maldon District Council in informing and influencing the development of Local Industrial Strategies.	Y	Y	N
SELEP Coastal Communities Working Group	<p>This working group brings together all parties, including coastal agencies, MHCLG, BEIS, Coastal Community Teams, council officers, coastal businesses, and federated economic representatives involved in coastal economic development.</p> <p>It supports Coastal Growth Ambitions</p> <p>It identifies how SELEP can provide additionality and support to local plans.</p> <p>And promotes funding and bidding opportunities</p> <p>It also Identifies bidding opportunities based on funding programmes available.</p> <p>It has recently secured Sector Support Funding to develop a coastal economic plan which Maldon District Council is contributing to.</p>	Y	Y	N
SELEP Rural Working Group	<p>The rural economy is a rich mosaic of traditional and innovative land-based businesses, including farming, agri-tech, horticulture, viticulture (wine making), forestry and rural tourism.</p> <p>Similar to the Coastal Working Group, SELEP's rural working group brings private and public sector rural representatives together to identify skills gaps, to support diversification, identify funding opportunities and to encourage partnering.</p>	Y	Y	Y
Integrated Growth Forum (IGF)*	Essex wide officer level group – to share project plans and engage with funding and policy updates.	N	Y	N

Employment and Skills Board (ESB)*	The Essex Employment and Skills Board (ESB) was established in-order to give employers a platform to shape skills provision across Essex. By working with large employers, academic institutions, SMEs and local government, the ESB creates solutions to the skills challenges that industries face and helps provide opportunities for people to build long-term careers.	Y	Y	Y
Maldon Sense of Place Board (SoP)*	<p>The 'Place Board' is the driving force of the Sense of Place project and its legacy – and are ambassadors of the District Brand. Members meet regularly to progress ideas and projects for the benefit of the 'place' and its people.</p> <p>With the appointment of a SoP coordinator, Maldon's SoP is taking a lead role in business engagement focussing on retail, high street, tourism, skills, and social care.</p> <p>Through SoP, we will continue to engage with local business groups, hubs and forums.</p>	N	Y	Y
Rural Community Council of Essex (RCCE)*	<p>An important partner, RCCE uses its knowledge and experience to provide a voice for rural communities in Essex, representing their needs to all levels of government and to strategic partnerships and public bodies. They manage the Essex Rural Partnership which co-ordinates the work of a range of organisations concerned with the county's rural areas and facilitates collaborative bids for funding.</p> <p>RCCE is a member of ACRE, which brings together all of England's county-based Rural Community Councils and provides a national voice for rural communities.</p>	Y	Y	Y
Burnham-on-Crouch Chamber of Commerce	Communication channel and an effective way of identifying opportunities for action to sustain and further enable the economic growth of businesses in the Dengie Peninsula.	N	Y	Y
River Blackwater Coastal Communities Team and River Crouch Coastal Communities Team	The teams' focus their work on developing several ideas to bring more jobs, growth and prosperity to our coastal communities and seeking out and applying for funding to bring them to fruition	N	Y	Y
BEST Growth Hub	Provide one-stop shop business support mechanism on behalf of Maldon District businesses.	N	N	Y
The New Nuclear Local Authority Group (NNLAG)*	The primary aim of the New Nuclear Local Authority Group (NNLAG) is to share knowledge, information and best practice regarding new nuclear, and to provide a mechanism for local authorities, as elected representatives of local areas, to discuss and make	N	Y	Y

	representations direct to government regarding the development of new nuclear and of nuclear-related connection and transmission projects.			
North Essex Energy Group (NEEG)*	<p>Active leadership is provided at the highest level in both political and business organisations representing North Essex, nationally and internationally, ensuring investment is encouraged and supported at all levels of government as well as within the extensive supply chain.</p> <p>NEEG is a partnership of the public, private and educational sectors who work together to:</p> <p>Promote North Essex as a location of choice to businesses serving the energy sector;</p> <p>Facilitate networking and business to business opportunities;</p> <p>Ensure that the North Essex workforce have the right skills to serve the energy sector now and in the future;</p> <p>Leverage funding to support the provision of infrastructure underpinning the development of businesses serving the energy sector.</p>	Y	Y	N
Nuclear Legacy Advisory Forum (NuLEAF)*	<p>NuLeAF seeks to build capacity within local government to engage effectively with nuclear legacy management and works to represent the views of member local authorities to national bodies.</p> <p>It promotes activities of the Nuclear Decommissioning Authority (NDA) who provide support for socio-economic legacy opportunities.</p>	N	Y	N
Visit Essex	Visit Essex, a tourism service providing all the latest tourist information for Essex.	N	Y	Y
Steering Group (or Board) around the Colchester Care Innovation Cluster (currently in its development stage).	<p>This group aims to develop an innovation hub for 'Care Tech' based in Colchester but encompassing also the geographical areas covered by Tendring and Maldon District Council.</p> <p>This has a potentially massive impact to these localities both in public health and economic terms.</p> <p>The intention is to pull together some key influencers across the sector and to identify the conversations we need with Government and whether if that leads to a Government service based in Colchester or not.</p>	TBD	TBD	TBD

Invest Essex	Invest ESSEX is an investment promotion agency (IPA)* and business support provider, part of the Let's Do Business Group, delivering services for Essex County Council across the Greater Essex area.	N	Y	Y
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7 Strategic Projects

Each of the thematic strategies have identified strategic programmes and projects to align resource to and to inform the service plans within the council. Each strategic programme will directly evidence the delivery of the 32 outcomes in the Corporate Plan and will be delivered using a Project Management Office approach and inform our commercial focus.

The following Prosperity themed projects have been identified, this list is not conclusive and will evolve as and when projects progress or close and new opportunities are identified:

Strategic Project/Programme	Strategic Prosperity Aim	Corporate Outcome
<p>Central Area Master Plan (CAMP)* – A development framework comprised of ‘movement’ and ‘connections’ and green infrastructure, and development opportunities.</p> <p>The are 3 sub AREAS within the CAMP – The Causeway Regeneration are (focussed on the main employment site allocation in the District; Maldon Central (based on the retail function of the High Street, and the Leisure Quarter (focussed on the tourism activity on Hythe Quay and Prom Park). This is comprised of 18 projects.</p>	<p>The overarching masterplan framework reflect a number of key strategic priorities and opportunities for improvements to and investments in the central area.</p>	<p>Delivery of Strategic Employment sites in accordance with the Local Development Plan.</p> <p>Efficient and effective engagement with businesses</p> <p>Tourism supported and encouraged.</p>
<p>Enterprise Centre (Central Area Masterplan: Project 10).</p>	<p>Stimulate enterprise and innovation; Support education, skills and employability; Support Infrastructure; Identify locations for growth.</p>	<p>Partnership working to provide an enterprise centre;</p> <p>Efficient and effective engagement with business;</p> <p>Rural business and diversification supported.</p>
<p>Maldon Cinema</p>	<p>To be scoped and scored in accordance with commercial principles and framework.</p>	<p>Delivery of strategic employment sites in accordance with the Local Development Plan;</p> <p>Tourism supported and encouraged;</p> <p>Efficient and effective engagement with businesses.</p>
<p>Bradwell B</p>	<p>Bradwell B nuclear plant development would be one of the largest construction projects in the</p>	<p>Delivery of strategic employment sites in accordance with the Local Development Plan;</p>

	<p>UK, providing thousands of employment opportunities through construction and requiring a highly skilled long-term operational workforce. It would provide a significant boost to the local economy and helps to meet the UK's energy needs in the years to come.</p> <p>However, plans are still at an early stage. There are many consents and permissions required before construction can commence.</p> <p>Over the next few years, as the proposals develop, extensive consultation will be conducted by the developer with various stakeholders, including the business community, local authorities, councillors and residents.</p> <p>Following consultation, the developer will prepare to submit their application for development consent to the UK Planning Inspectorate, before a decision is made by the Secretary of State.</p>	<p>Partnership working to provide an Enterprise Centre;</p> <p>Efficient and effective engagement with businesses.</p>
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Evidence base documents, policies and data sources.

The following strategies, policies and data sources evidence and support the priorities set out in the Prosperity Strategy. We will continuously produce insight to inform the Prosperity outcomes within this strategy. The key documents and sources include:

Evidence base documents	<ul style="list-style-type: none"> – Maldon District Economic Prosperity Strategy (2013-2029) and; – the Economic Prosperity Strategy 2013-2029 Evidence Base; – BBP Regeneration: Development and Improvement Plan for the Causeway Regeneration Area 2015; – The Taylor Review of Rural Economy and Affordable Housing (DCLG, 2009); – Heart of Essex Economic Futures (Nathaniel Lichfield & Partners (NLP), 2012); – Maldon District Tourism Strategy Research (East of England Tourism, 2009); – Employment Evidence and Policy Update (Hardisty Jones, 2015) (EB102a); – Maldon District Council Skills strategy;
Maldon District Council Local Development Plan policies	<ul style="list-style-type: none"> – S1; – S4; – S5; – E1.
Data Sources	<ul style="list-style-type: none"> – Visit Maldon Website report – May 2019; – National Online Manpower Information System (NOMIS)* – Labour Market Statistics 2011; – NOMIS (UK) – Census 2011: commuting figures;

	<ul style="list-style-type: none"> - NOMIS (UK) – Population figures 2017; - NOMIS – Demography 2017; - Office of National Statistics (ONS)* – GVA per capita figures 2016; - Visit Essex: <i>They provide Volume and Values Survey, visitor economy figures 2017.</i>
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Additional strategies:

The following strategies will need to be developed to support and enable the delivery of the Prosperity Strategy:

- Rural Business Growth Strategy;
- Marketing and Communications Strategy;
- Commercial Projects Plan.

8 Our Performance (how we will measure our success)

The strategic performance against the targets defined in this Strategy will be reviewed by Elected Members and the Corporate Leadership Team [CLT] on a quarterly basis and formally reported to Full Council at the end of each financial year. The Strategy Theme Lead will be responsible for this document, its quarterly and annual reporting and the accountability for this Thematic Strategy lies with the Director of Strategy, Performance and Governance.

The following flow diagram sets out the governance process for the Thematic Strategies:



The following reporting methods enable us to measure our performance and inform our priorities:

Performance report	Insight reports	Service plans and activity
<ul style="list-style-type: none"> • Quarterly reports to Performance, Governance and Audit committee • Measuring activity and outcomes we can impact • Annual residents survey • Corporate risks that surpass the tolerance threshold. 	<ul style="list-style-type: none"> • Broad outcomes and the picture of Maldon • Will target and inform service delivery and sense-check • 6 monthly reports to Performance, Governance and Audit committee 	<ul style="list-style-type: none"> • Narrative of activity and service- level performance • Used daily to shape service delivery • Reported ad-hoc and available to address any questions arising from performance report • Identified risks with low scores

Glossary of terms or abbreviations:

ARMS	Annual Retail Monitoring Survey
CAMP	Central Areas Master Plan
EBB	Essex Business Board
ESB	Essex Employment and Skills Board
GVA	Gross value added
IGF	Integrated Growth Forum
IPA	Investment Promotion Agency
LDP	Local Development Plan
NEEG	North Essex Energy Group
NNLAG	The New Nuclear Local Authority Group
NuLEAF	Nuclear Legacy Advisory Forum
NVQ	National vocational qualification
RCCE	Rural Community Council of Essex
SELEP	South East Local Enterprise Partnership
SoP	Sense of Place
SWOT	Strengths, weaknesses, opportunities and threats

Appendix 1: Why are the outcomes we have identified important?

Outcome	Why is this important
Delivery of strategic employment sites in accordance with the LDP.	The LDP sets out the planning strategy for future growth over 15 years (up to 2029). It is the means by which Maldon District Council will deliver sustainable development across the Maldon District and provides a spatial strategy for the delivery of the required future employment, homes, retail, community facilities and infrastructure provision. It has a number of component parts which sit alongside the spatial strategy. These include development management policies and strategic site allocations.
Partnership working to provide an Enterprise Centre	Based on the research and consultation results, there is clear demand and need for an enterprise centre and support services in the Maldon District and a strong case for improved provision of start-up and business support, co-working office space and small private office units and meeting rooms.
Rural business and diversification supported	Business support, connectivity, use of land and buildings are all vital to the growth and sustainability of Maldon's rural businesses. The Council recognises the importance of promoting rural businesses; encouraging economic growth in rural areas in-order to create jobs, generate skills and prosperity.
Tourism supported and encouraged	The visitor economy account for over 7.4% of the District's Economic output. The Council supports the development of the tourism industry, particularly in relation to ensuring the vitality of towns and the rural economy. It's vital we attract more visitors, lengthen stays, and build on the quality of the experience.
Efficient and effective engagement with businesses	Maldon District's Economic Prosperity Strategy illustrates that Maldon District Council is committed to supporting businesses and creating private sector employment in the local area. The Economic Prosperity Strategy outlines a vision for the future and reflects Maldon Districts' determination to create a vibrant and prosperous local economy by responding proactively to changing economic conditions and addressing key drivers of economic growth.

*Given this Thematic Strategy is a living document, the outcomes set out in the Corporate Plan and thematic strategies remain the same, how we deliver the work we do to achieve the outcomes will continuously respond to new insight, opportunities and challenges.