

Prosperity

Thematic Strategy





Contents

Our vision	4
Purpose	6
What we know today	8
Getting our priorities right	11
Where do we want to be?	15
How we will achieve our targets?	19
Smart Partnering	20
Strategic projects	23
Evidence base documents, policies and data sources	25
Our Performance	27
Glossary of terms or abbreviations	29
Why are the outcomes we have identified important?	30



Our vision

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

It's important as a Council that 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 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 are explained in more detail in our three priority strategic themes; **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 thematic strategies will inform and support the delivery of the Commercial Strategy and Commercial Projects Plan (2019/23), approved and adopted by Maldon District Council in July 2019.

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 to 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.



Purpose

The purpose of this strategy document is to outline the Prosperity outcomes the Council has set out to achieve 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. This strategy will identify projects to be considered for their commercial benefits and will support the scoping and development of strategic commercial projects included in the Corporate Projects Plan. 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);
- Maximising the opportunities and benefits which arise from the development of a new nuclear power plant;
- Partnership working to provide an Enterprise Centre;
- Rural business and diversification supported;
- Tourism supported and encouraged;
- Where appropriate, identification and delivery of commercial projects that will support both the prosperity outcomes and commercial objectives.






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

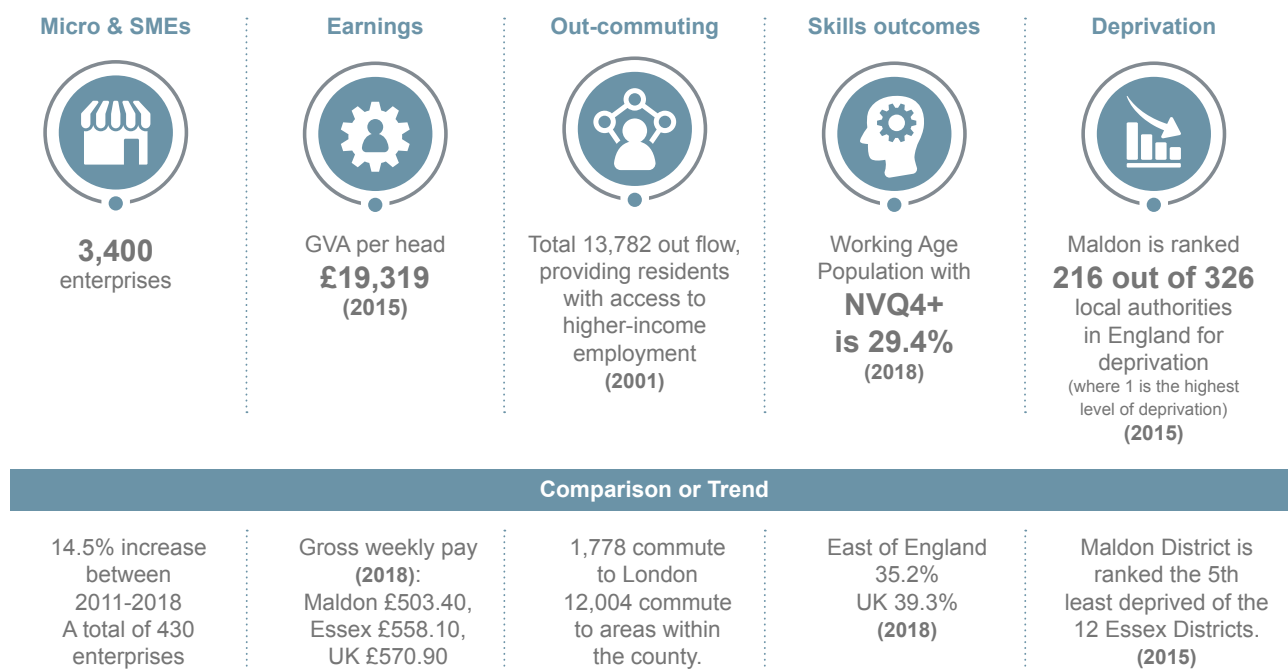
- providing residents and businesses with a clear picture of the priorities we have identified for the District and where we will be prioritising resources;
- providing clear direction for allocating and managing our resources, grant funding and capital expenditure;
- identifying the priority measures 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 and the Commercial Strategy, it will be reviewed as new insight emerge and new opportunities and challenges arise.

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, comparisons and benchmarking which inform our Prosperity priorities and activities for the Maldon District:

District Economies	Economic Opportunities	Working Age	Economically Active	Self-employed
 <p>The Maldon District has three differing economies</p> <p>(a) the core; Maldon and Burnham-on-Crouch both local economic centres</p> <p>(b) the rural hinterland; south east of Maldon and north/ east of Burnham on Crouch</p> <p>(c) the commuter economy</p>	 <p>Energy, construction, social care and advanced manufacturing</p>	 <p>58.7% 37,800 of the District's 64,400 population are of working age (2018)</p>	 <p>77.7% 29,000 of the District's 37,800 working age population are economically active (2018)</p>	 <p>17.1% 6,500 of the district's working age population are Self-employed (2018)</p>
Comparison or Trend				
N/A	N/A	East of England 61%, UK 62.7 (2018)	East of England 80.8%, UK 78.5% (2018)	East of England 11.5%, UK 10.6% (2015/17)



*Data sources are highlighted in the Evidence base documents, policies and data sources section.

The 'What we know today' infographic provides a broad view of the District's Prosperity. It supports our 32 Corporate Outcomes, informing our strategic activities through the following key points:

Our employment offer is diverse

Our top employers include retail, manufacturing, administrative services, health and social care, and scientific and technical activities.

Our working age population is decreasing

We are seeing a decline in our working age (16-64) population. Between the years of 2010 – 2018, the working age population has decreased by 4.1%.

By 2029, it is projected that the Maldon District population aged 65+ will have increased by an additional 2,180 people and will be equivalent to 26.9% of the total population (67,700). This shows a 10-year increase of 13.6%, higher than the projected increase of 10.1% for the Essex County Council area as a whole.

We're closely aligned to UK figures for numbers of people economically active

77.7% of the working age population are economically active, which closely compares to the UK percentage of 78.5% but is slightly below the East of England at 80.8%. Early data projections in UK show a continuing increase, however this is not conclusive until March 2020 data is released.

We continue to be enterprising but need to prevent business death rates increasing

We are an enterprising District. The District has a higher number of self-employed people (17.1% 2018) in comparison to East of England 11.5% and the UK 10.6%. 430 self-employed enterprises have started up in a seven-year period, a 14.5% total increase. However, in 2017, the East of England experienced the 2nd highest reported death rate of businesses in the UK.

Our weekly average pay packet is £50 lighter than Essex or the UK

Factors impacting this include the lack of highly skilled jobs and the skills available in the area. The working age population with NVQ4+ is 29.4% (2018), this level of achievement is lower than reported for the East of England and the UK.

The District's prosperity paints a varying picture

Maldon District is ranked the 5th least deprived of the 12 Essex Districts. However, it contains some of the most and least deprived areas in Essex: parts of Maldon East, Maldon North and Heybridge West wards are in the 20% most deprived areas, while Maldon West is one of the 10% least deprived areas. However, the District ranks in the second highest quartile, 216 out of the 326 local authorities in the UK.

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>Location</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. 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 London Stansted, London Southend airports and ports of Harwich, Felixstowe, Tilbury and London Gateway Port. • Important spatial connections with significant growth areas including the Thames Estuary and the M11 corridor. • Rich maritime heritage supporting tourism. <p>Economy</p> <ul style="list-style-type: none"> • There are identified strategic employment sites allocated within the current LDP. • Local economy legacy of innovation – e.g. Burnham-on-Crouch and Tollesbury specialise in marine engineering and manufacturing. • High level of business start-ups. 	<p>Location</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 transport infrastructure. <p>Economy</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: £503.40 Maldon, compared to £558.10 across Essex. • Low employment density. • Roll-out of broadband across the District continues to improve in more densely populated areas across the District, some rural properties are yet to be offered a faster broadband service. • There are pockets of ward level 'deprivation' (social and economic) in the District. • Lacking means for business to connect, work together and win business together.

Strengths

- 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 to 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 NVQ4+ qualifications albeit from a low base.

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 accommodation providers.
- Diverse range of tourist attractions e.g. The only surviving WWI airfield in England; Combined Military Services Museum; numerous historic architectural gems e.g. Chapel of St Peter-on-the-Wall; Moot Hall; Beeleigh Abbey and Plume Library.
- 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.

Weaknesses

Skills

- Low skilled sector, lower than UK average proportion of resident workforce with higher level skills (NVQ Level 4 to degree and above).

Opportunities

- The Maldon and Heybridge 'Central Area Masterplan' SPD approved by Maldon District Council.
- 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.
- Maximise the benefits of a New Nuclear power plant, Bradwell B – in terms of socio and economic growth, and infrastructure.
- Expand 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.
- Through 'Sense of Place' support diversification and enterprise
- Introduce Community Infrastructure Levy (CIL) to support improvements to infrastructure.
- Improvements to A12 and potential 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 London Stansted and London 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.

Threats

- Online shopping and fringe – out of town retail offering versus traditional high street experience.
- Lack of secondary school capacity after current LDP.
- Economic growth competition from the rest of Essex.
- Limited 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.
- Climate change and flood risk.



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 targets. 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

Corporate outcome	Priority measure	Current performance	Target	Will this be delivered in partnership
Delivery of 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 Performance, Governance and Audit Committee.	100%	Y
	Job creation	Monitoring will commence this year and will be evident in the Authority 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 in Maldon District Council's office building.	Deliver Enterprise Hub based in Maldon District Council's building	N/A	Enterprise Hub Delivered April 2020	N
	Occupancy rate in Enterprise Hub	N/A	To be determined	Y
In Partnership Enterprise Centre: A larger scale facility than the Enterprise Hub.	Deliver Enterprise Centre	Produce Business Plan by March 2021	Enterprise Centre delivered 2025	Y

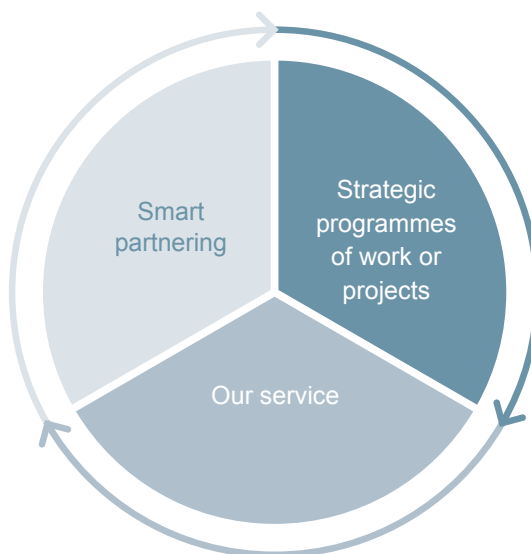
Corporate outcome	Priority measure	Current performance	Target	Will this be delivered in partnership
Rural business and diversification supported and encouraged	Via 'Sense of Place' Establish Maldon Rural Business Growth Strategy	Partnership delivery protocol agreed June 2019 which sets out the priority 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	Data update due in September via Visit Essex, Volume & Value report.	Target to be set in October 2019 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 January 2020	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 contract delivery.	To be determined: number of tourism events promoted via Sense of Place Number of tourism businesses engaged via Sense of Place.	To be determined: Targets will be reported in the October 2019 to the Performance, Governance and Audit Committee.	Y

Corporate outcome	Priority measure	Current performance	Target	Will this be delivered in partnership
Efficient and effective engagement with businesses	Maldon Sense of Place – 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



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 outcomes for a powerful and long-term impact. The smart partnering engaged in 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 the Council's 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 outcomes.

Our services – those services which are delivered by the Council and affect the community will offer value for money and be 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, 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.**”

Strategic partner	Role of partner	Funding	Influence	Joint Delivery
South East Local Enterprise Partnership (SELEP)	The South East Local Enterprise Partnership (SELEP) is one of 38 LEPS nationally 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>It promotes funding and bidding opportunities.</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

Strategic partner	Role of partner	Funding	Influence	Joint Delivery
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)*	The 'Place Board' is the driving force behind 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. 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. Through SoP, we will continue to engage with local business groups, hubs and forums.	N	Y	Y
Rural Community Council of Essex (RCCE)	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. 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.	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

Strategic partner	Role of partner	Funding	Influence	Joint Delivery
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 representations direct to Government regarding the development of new nuclear power generation and of nuclear-related connection and transmission projects.	N	Y	Y
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> <ul style="list-style-type: none"> - Promote North Essex as a location of choice to businesses serving the energy sector; - Facilitate networking and business to business opportunities; - Ensure that the North Essex workforce have the right skills to serve the energy sector now and in the future; - Leverage funding to support the provision of infrastructure underpinning the development of businesses serving the energy sector. 	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>			
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 Councils.</p> <p>This could have a 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

Strategic projects – Prosperity

Each of the thematic strategies have identified strategic programmes and projects to align resource to and to inform the Council's service plans. 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 will 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 and new opportunities are identified:

Strategic Project/ Programme	Strategic Prosperity Aim	Corporate Outcome	Commercial activity?
<p>Maldon and Heybridge 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 area (focussed on the main employment 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 several key strategic priorities and opportunities for improvements to and investments in the central area.</p> <p>Delivery is subject to funding being secured to enable us to achieve all CAMP projects.</p>	<p>Elements of CAMP - Increased income through commercialisation as stated in the Corporate Plan under 'Planning for the Future'.</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>	Y
<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>Increased income through commercialisation as stated in the Corporate Plan under 'Planning for the Future'.</p> <p>Efficient and effective engagement with business;</p> <p>Rural business and diversification supported.</p>	Y

Strategic Project/ Programme	Strategic Prosperity Aim	Corporate Outcome	Commercial activity?
Bradwell B	<p>The Development of the Bradwell B nuclear plant development would be one of the largest construction projects in the 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 would help 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 five 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 submit their application for development consent to the UK Planning Inspectorate, before a decision is made by the Secretary of State.</p> <p>Should this progress to approval, we will need to have ensured, through the planning process and business engagement, the following:</p> <p>Deliverability of affordable housing;</p> <p>Improved transport infrastructure;</p> <p>Partnership working to enable jobs for local people;</p> <p>The development of local consortia of businesses – to bid for contracts to deliver the nuclear power plant.</p>	<p>Delivery of strategic employment sites in accordance with the Local Development Plan;</p> <p>Partnership working to provide an Enterprise Centre;</p> <p>Efficient and effective engagement with businesses.</p>	
Commercial management of our assets	<p>Strategic commercial projects will be developed to maximise commercial income; increase employment opportunities and contribute to the growth of tourism.</p> <p>Smaller scale opportunities are set out in the Commercial Projects Plan (CPP).</p>		Y

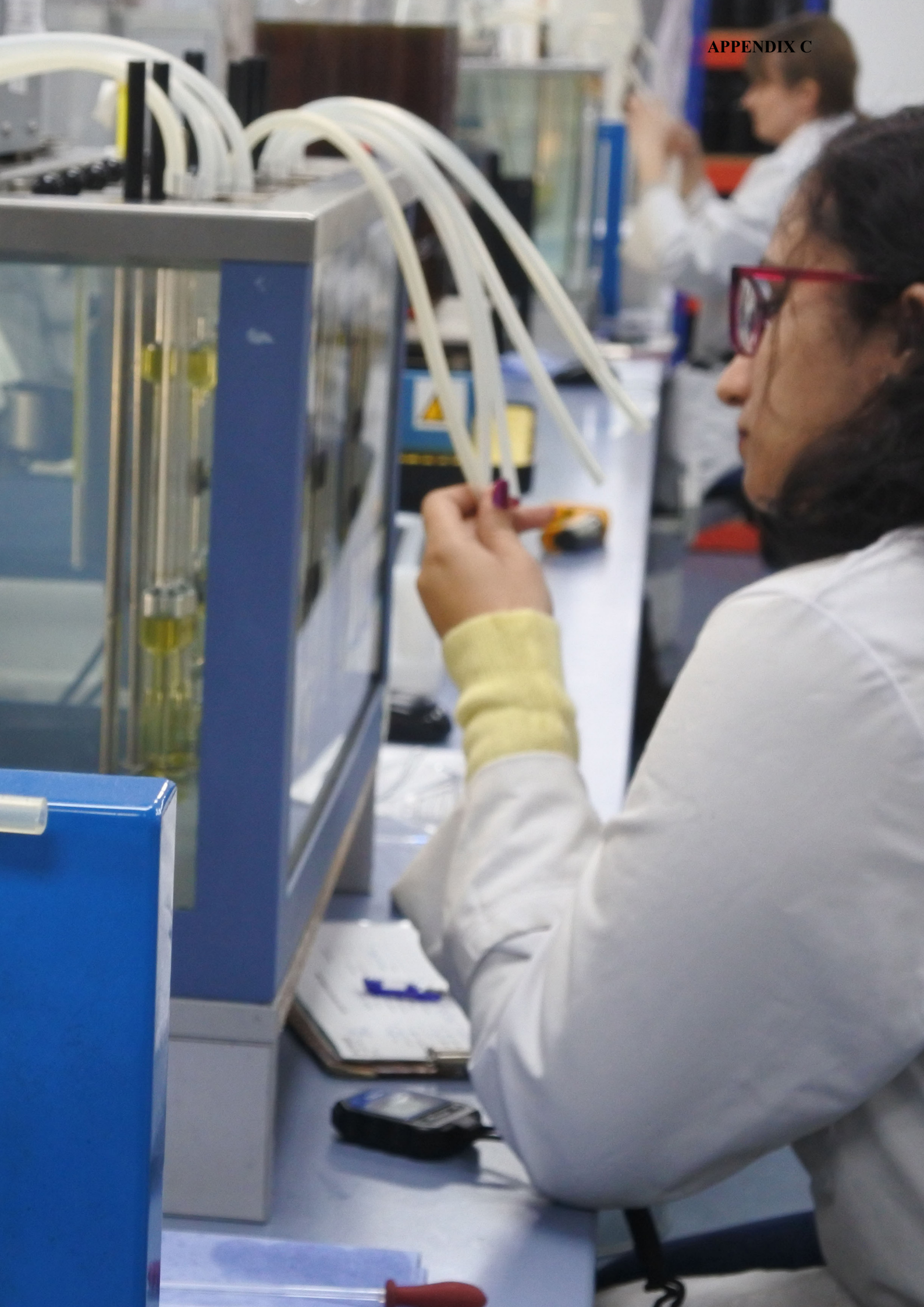
Evidence base documents, policies and data sources

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; - Development and Improvement Plan for the Causeway Regeneration Area (2015) BBP Regeneration; - The Taylor Review of Rural Economy and Affordable Housing (2009) DCLG; - Heart of Essex Economic Futures (2012) Nathaniel Lichfield & Partners (NLP); - Maldon District Tourism Strategy Research (2009) East of England Tourism; - Employment Evidence and Policy Update (2015) Hardisty Jones, (EB102a); Employment Evidence and Policy Update (Hardisty Jones, 2015) (EB102a); - Maldon District Council Skills strategy; - The Renewed Maldon District Sustainable Community Strategy 2010-2026, district deprivation figures; - Commercial Strategy.
Maldon District Council Local Development Plan policies	<ul style="list-style-type: none"> - S1; - S4; - S5; - E1; - E2; - S7.
Data Sources	<ul style="list-style-type: none"> - Visit Maldon website report – May 2019; - NOMIS (UK) – Labour market statistics 2011; - NOMIS (UK) – Census 2011 Commuting figures; - NOMIS (UK) – Population figures 2018; - NOMIS – Demography 2018; - Office of National Statistics (ONS) – GVA per capita figures 2016; - Economic Impact of Tourism, Volume and Values Survey, 2017; - English Indices of Deprivation, 2015, local authority ranked deprivation; - The Renewed Maldon District Sustainable Community Strategy 2010-2026, district deprivation figures.

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

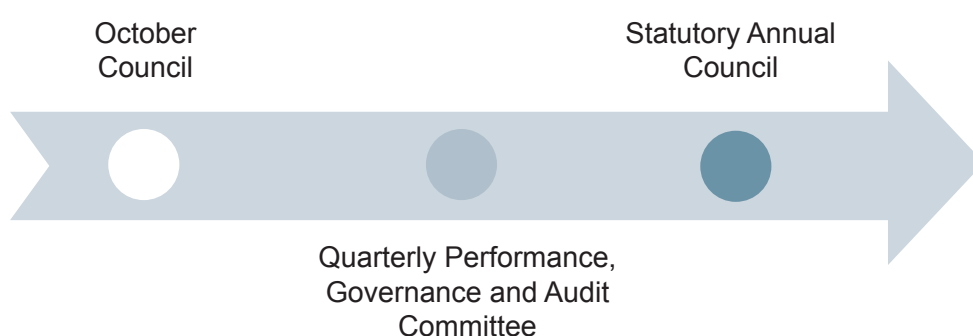
- Rural Business Growth Strategy;
- Marketing and Communications Strategy;
- Commercial Strategy 2019



Our Performance

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 Council at the end of each financial year. The Strategy Theme Lead will be responsible for this document, its quarterly and annual reporting. 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 report 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 District 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 risk with low scores



APPENDIX1: Glossary of terms or abbreviations

Abbreviation	Explanation
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	Integrated Growth Forum
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
CPP	Commercial Projects Plan

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

Outcomes	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 accounts for over replace 16% of local employment. 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 visitor 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 the Thematic Strategies are living documents, the outcomes set out in the Corporate Plan and thematic strategies will remain the same; how we deliver the work we do to achieve the outcomes will continuously respond to new insights, commercial opportunities and new challenges.

