

Southwark Enterprise Strategy 2003/2005

CONTENTS	PAGE
Forward	3
Introduction	5
Need for the Enterprise Strategy	5
Linkages	6
Structure	7
Consultation and Review	8
A Vision for Southwark	9
Targets	13
Monitoring and Review	14
Appendices	
Appendix 1 Development/Policy Actions Action Plan	
Appendix 2 Background Analysis: The Southwark Context and Existing Initiatives (separate document)	

Foreword

TO BE SUPPLIED

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Chair
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Introduction

Southwark residents work in, train in and are the customers of businesses: the business community has an important role to play in bringing about positive change in deprived neighbourhoods.

The Southwark Enterprise Strategy aims to assist in the establishment, sustainability, growth and retention of businesses. The Strategy has been developed through a partnership of the key stakeholders involved in enterprise support and development. Those key partners will oversee the delivery of a series of co-ordinated activities identified to contribute to the key objectives of the Strategy. The Local Strategic Partnership has been a catalyst to bring this partnership together in Southwark.

The Enterprise Strategy will link closely with the Southwark Employment Strategy and Neighbourhood Renewal Strategy to be a platform for Southwark Council's Anti-Poverty Strategy. Together these will underpin the Community Strategy through the development of stable and inclusive communities and development of a thriving and sustainable economy.

There are nearly 160,000 jobs in Southwark and this is growing all the time with the burgeoning arts, cultural and tourism sectors in the north of the borough, along with the financial and business services sector which continues to spread across the river from the City.

This is the first time a strategic approach focusing on enterprise has been developed for Southwark and it is envisaged this strategy will evolve considerably over the next five years to 2008.

The Need for a Southwark Enterprise Strategy

Business advice and support services have developed and been delivered in a piecemeal way in Southwark over a number of years. This has led to some fragmentation of services and confusion amongst businesses and other users. The Enterprise Strategy has been developed in response to a clear need to better co-ordinate business advice and support services across the borough, promote those services to potential users and maximise funding resources available for business support and development. There is also a need for better information and intelligence on the local economy if enterprise support services are to be effective and meet genuine business needs.

Encouraging inward investment can bring in new investment flows, businesses and jobs and can increase the diversity of business stock. Marketing of the borough as a desirable location to invest or run a business needs to be developed as part of the offer to businesses.

Consultation with businesses and business support agencies has identified that increased internal co-ordination by the council, through the development of a cross-departmental focus on enterprise and better collaboration between the various

business support agencies including business networks and trader associations, could help improve communication with businesses. Along with the development of Business Improvement Districts and the local area management concept, it should also improve delivery of services which affect businesses; such as street cleansing, transport and the general environment: this will support and strengthen both the cleaner and greener and crime reduction agenda within Southwark's Community Strategy.

The Southwark Enterprise Strategy provides an overarching framework for enterprise support and development. This will assist in enhancing the quality and coverage of services available, improve co-ordination between the various statutory, non-statutory, private and voluntary organisations involved in enterprise support in Southwark and improve communication with local businesses.

Linkages

National

The Southwark Enterprise Strategy contributes towards the aims and objectives of national measures to support enterprise, including the DTI and Small Business Service (SBS). The Strategy contributes to four of the DTI's Business Plan Objectives:

1. Making the UK the best place to start and grow a business;
2. Promoting and supporting enterprise by BME and women, in disadvantaged communities and through social enterprise;
3. Continuing to reform its business support activities to continuously improve; and
4. Ensuring that policies and regulations developed by other government departments ... contribute to business success.

The strategy also supports the European Commission's Green Paper on Entrepreneurship in Europe, addressing its "three pillars for action towards an entrepreneurial society":

1. Bringing down barriers to business development and growth
2. Balancing the risks and rewards of entrepreneurship
3. Creating a society that values entrepreneurship

Regional

The strategy supports regional and sub-regional policy initiatives and is closely linked to the LDA Economic Development Strategy which focuses on the creation, growth and retention of small businesses. The LDA influences the provision of business support across London. The Enterprise Strategy also links with the Mayor of London's Spatial Development Strategy (SDS) specifically through initiatives designed to enhance the local economies of business districts and town centres, for example and through the development of the London Bridge, Elephant and Castle and Waterloo 'Opportunity Areas' identified in the SDS. In addition the strategy will be supported through the work undertaken with the London Development

Agency and other partners in developing the City Growth Strategy and a programme of activities for London South Central. For the north of the borough, attention will focus on an area identified as London South Central by the GLA (London Plan) and the Economic Development Strategy (LDA) stretching from Tower Bridge West to Battersea/Vauxhall and south to the Elephant and Castle.

Local

At a Southwark borough-wide level, the Enterprise Strategy supports the overall aims of the Community Strategy and is a complementary document to the Southwark Employment Strategy, which focuses on the supply-side of economic development – supporting the improvement of employment outcomes for Southwark residents. The strategy will also be partly implemented through the Southwark Plan (Unitary Development Plan - UDP), which translates key infrastructure, physical environment and location issues into spatial planning policies. A more dynamic and robust local economy and business community will reinforce town centre developments and local job creation.

In addition, the Enterprise Strategy supports and builds on opportunities identified through:

- the Cross River Partnership's actions to support enterprise and social enterprise;
- the Elephant Links Partnership's Business Support Agency (Business Extra); and
- the work of the Pool of London on Inward Investment and the City Growth Strategy;
- Southwark's principal regeneration programmes at Canada Water, Elephant and London Bridge - as a focus for growing and supporting business and creating new business space; and
- Southwark Council's role as a Local Authority: supporting/preserving business/employment areas (UDP); contracted/funded actions to support business start up; transport routes & nodes (in partnership with Transport for London); and as the accountable body for many of the regeneration/redevelopment areas within the borough.

The Strategy is intended to link with and support the variety of enterprise actions to ensure a coherent and comprehensive approach, which is easy to understand and access.

Structure

The Southwark Enterprise Strategy is a shared strategy which will be endorsed by both the Local Strategic Partnership (LSP) – Southwark Alliance and Southwark Council. Extensive background research was conducted by Southwark Council on the need for a Southwark Enterprise Strategy. This included analysis of the Southwark economy; including an identification of the key factors influencing the local economy, a review of business support provision and identification of gaps, an assessment of the main business districts and town centres and consideration of other issues and initiatives which have an impact on enterprise activity. The

results of this background research are included in Appendix 2 (separate document).

Actions to address some of the key gaps identified are already under way or will be conducted shortly, including the development of a commercial property register, a businesses support services route map (commissioned by the Cross River Partnership), an incubator unit feasibility study, local economy research and a local procurement feasibility study (initiated by the Peckham Partnership).

Research and consultation with key partners and stakeholders recognised that there was a wide range of business support activities being delivered in the borough, some of which tackled particular priority neighbourhoods for example through activities supported by the various regeneration (SRB and NDC funded) partnerships operating throughout Southwark. Consultation with businesses located in Southwark was conducted to ensure that their views and needs were incorporated. This Enterprise Strategy has been developed taking into account the needs identified by businesses and existing initiatives and projects to ensure a complementary and joined up approach.

The research and consultation with stakeholders and businesses resulted in the identification of the vision and key objectives for the Southwark Enterprise Strategy as well as a range of practical recommendations which have been incorporated into the Action Plan (please see Appendix 1). The Action Plan identifies the key priorities, targets (where identified at this stage), the timeframes for development and delivery. Methods for reviewing and measuring impact are outlined in the final section.

Consultation and Review

The Enterprise Strategy has gone through a considerable research and consultation process since August 2002. Initial research was undertaken on the background to enterprise support and the local economic situation in Southwark and this was followed up with Focus Groups to consult with businesses. The focus groups tried to ensure a broad geographical coverage and consultation with a variety of type and size of business. In addition, there was a key stakeholder consultation/workshop event on 11 March 2003, to review the work to date and identify priorities for the Action Plan.

Since then the Southwark Enterprise Strategy has been widely disseminated to all key stakeholders, partners, Local Strategic Partnership members and relevant agencies involved in enterprise support for input and comment prior to the draft final document being considered by the Local Strategic Partnership and the Council Executive in June/July 2003.

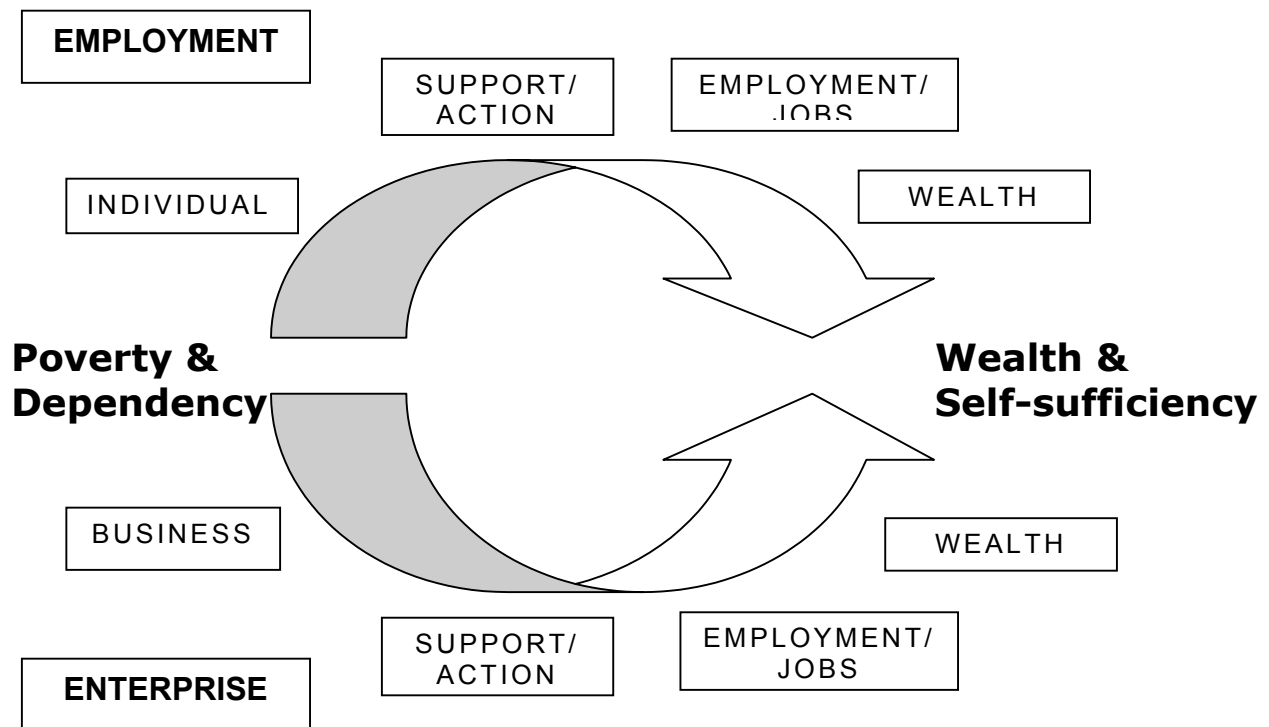
It is proposed that the Local Strategic Partnership Enterprise Task Group will oversee the initial development and implementation of the Southwark Enterprise Strategy and that a more strategic body with a broader membership (building on the experience of the Task Group) will play a longer-term role in the development

and implementation of the Enterprise Strategy. The Enterprise Strategy will be regularly monitored and continuously developed by the partnership to ensure it continues to address current needs and identifies appropriate actions.

A VISION FOR SOUTHWARK

The overall vision of the Southwark Enterprise Strategy is to create:

“A healthy competitive business environment built on an entrepreneurial culture with improved access to quality employment opportunities for residents”.



Principles

There are three principles, which underpin the delivery of the vision and objectives. These are designed to, at least partially, reflect those underlying the Southwark Employment Strategy.

Principle 1: Maximising Effective use of Resources

There are approximately 10,800² businesses in Southwark, of which 7,495³ are VAT registered and it should be noted that more than 50%⁴ of these are located in the

² Source: ABI 2000, NOMIS, Numbers have been rounded

³ Ibid

⁴ Ibid

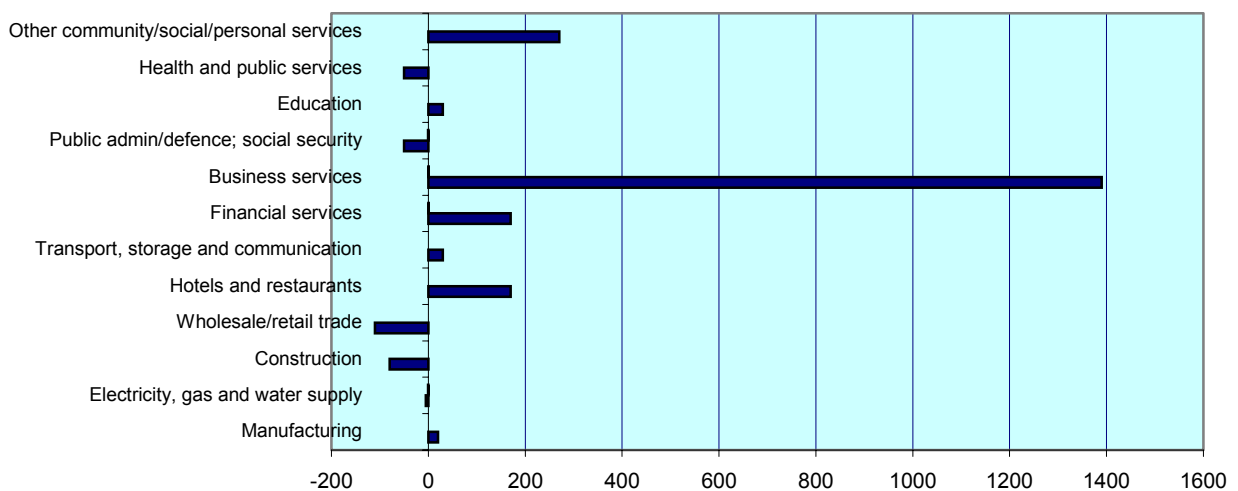
northern part of the borough. This area of Southwark is part of the London South Central sub-region, which has a significant influence on the growth of the local economy in terms of businesses and jobs. However, there is clearly a considerable disparity in Southwark between the areas of wealth and prosperity and those experiencing high levels of deprivation and disadvantage.

Enterprise support initiatives have been developed over the past few years, but unlike the employment field, these tend to have been developed in an ad hoc way in response to limited funding availability, and covering specific geographical areas, sizes of business, business start-ups or business sectors. There has been some mainstream business support provision available through the DTI Small Business Service and Business Link for London but take up and awareness of the limited support available is acknowledged to have been very low amongst businesses and potential entrepreneurs in the borough. The council and other providers have had limited funding available to invest in enterprise support. Instead, local business support activities have, for the most part, been developed and funded through regeneration partnerships including Peckham Partnership, Cross River Partnership, Elephant Links Partnership, Pool of London Partnership and the Aylesbury New Deal for Communities initiative – most of which have specific catchment areas, limited budgets for enterprise activity and are time limited. The key exception here is the enterprise support work being developed and implemented by the Cross River Partnership, which has a borough-wide remit in Southwark.

The Enterprise Strategy provides an opportunity to review the enterprise support services available and maximise the impact by filling gaps in provision and co-ordinating delivery of support to ensure it is targeted effectively. This includes:

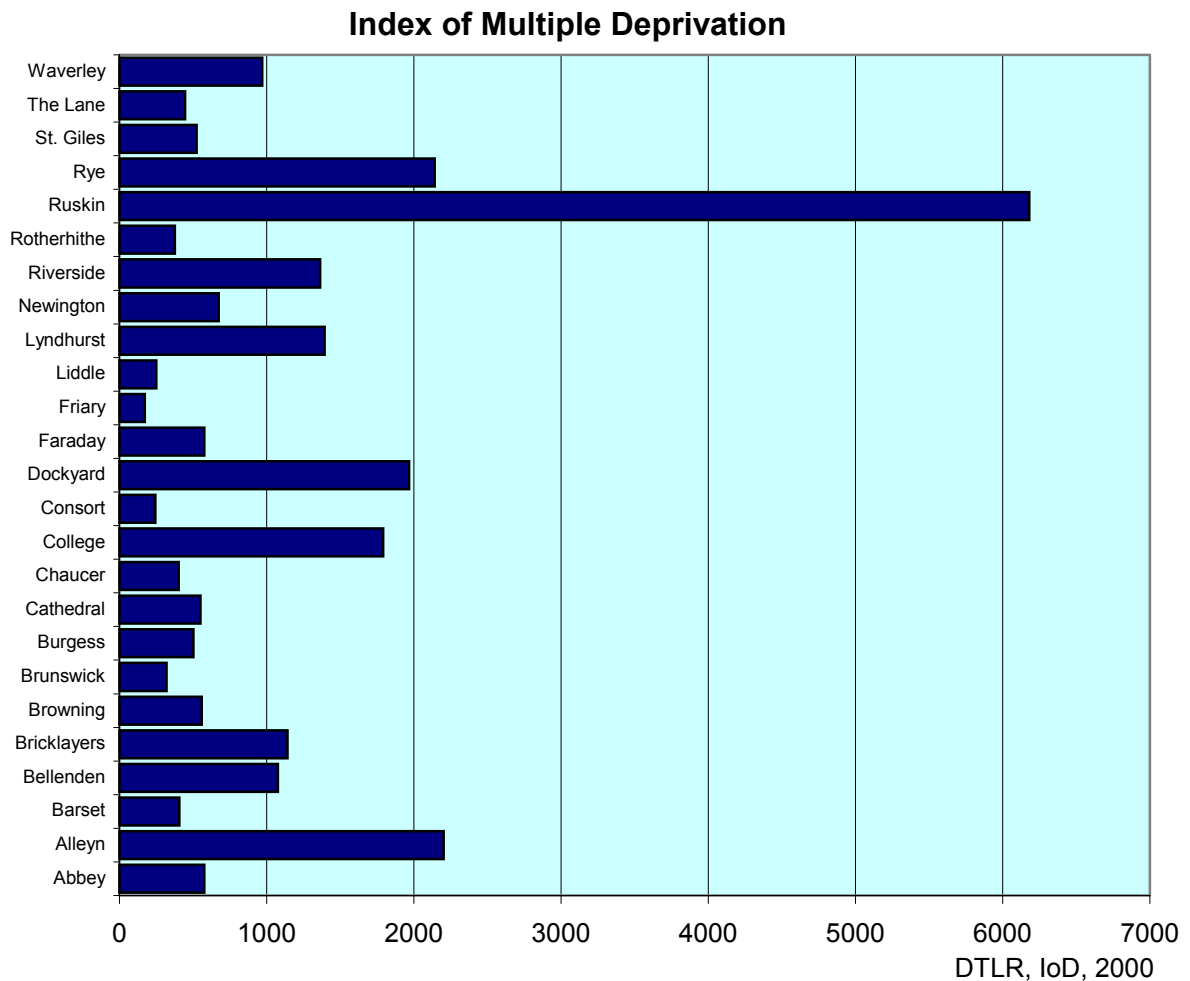
- focusing on sectors with the greatest potential for growth (see chart below); and

Southwark Business Growth by Sector 1995-2000



Source: ABI 2000, NOMIS

- targeting priority neighbourhood areas suffering from the highest levels of deprivation.



- 1 = Most Deprived Ward in UK
- 8414 = Least Deprived in UK
- <421 = 5% Most Deprived

The implementation and ongoing development of the Southwark Enterprise Strategy must ensure that available resources are identified and used to meet the needs of businesses by filling gaps in provision and adding value to existing initiatives in the borough. This will include funding available through Europe, national Government including the Neighbourhood Renewal Fund, and other regeneration funding including Single Regeneration Budget (SRB), New Deal for Communities (NDC) and funding available in future through the "Single Pot". It is recognised that actions taken to support the labour market and reduce unemployment, as outlined in the Southwark Employment Strategy, need to be developed in conjunction with actions to support entrepreneurship if improved employment opportunities are to be created.

Principle 2: Enhancing Business Opportunities in Southwark

It is widely recognised that a more strategic approach to enterprise is needed if the local economy and business opportunities are to be enhanced.

A comprehensive approach ranging from pre-start-up advice, including work with schools and students in colleges, help for those looking to start businesses, sustain and expand existing businesses to encouraging new enterprise and investment into the borough and supporting environmental improvements will enhance business opportunities in Southwark.

The key elements of co-ordinated and specialist advice, finance and premises are central to an effective enterprise support programme, underpinned by improvements to the physical environment, good communication and networks both between the key business support providers and with the business community. The establishment of a new enterprise agency at the Elephant and Castle, Business Extra, will provide a focus for the delivery of a wide range of business support services which will provide Southwark-wide coverage. Business support services will be delivered both directly and through other business support providers using a route-map and signposting to other agencies. This central role will play a key part in reducing confusion about the various services available and act as a 'one stop shop'. The objectives, and the actions underlying the objectives and outlined in the Action Plan (see Appendix 1), relate to this comprehensive approach.

Enhanced business opportunities will have a direct impact on the success of Southwark Employment Strategy by creating new jobs and improving the quality of employment to support the Employment Strategy objectives of access, retention and progression in employment. The Employment Strategy supports training and skills development which will help to meet the needs of local employers.

Under Objective 4, improve physical environment and infrastructure, along with the other priorities outlined, the UDP will work to create the physical environment, appropriate supply of premises, transport infrastructure and accessibility which will support the inward investment, business growth and business nurturing needs of the borough.

Principle 3: Partnership

The Enterprise Strategy is being led by Southwark Council and the Southwark Alliance (LSP) and is a partnership strategy. The key stakeholders involved in the development of this strategy represent the main enterprise strategic, funding and delivery organisations as well as businesses located in Southwark.

As described in more detail elsewhere in this document the LSP, through the Enterprise Task Group and other key partners, will oversee and steer the initial implementation of the Strategy.

The strategic stakeholders include businesses, the London Development Agency, Business Link for London, the Local Strategic Partnership – Southwark Alliance,

Southwark Council (via representatives from various departments involved in service delivery which affects enterprise), Regeneration Partnerships, education providers including Southbank University and London College of Printing London Institute. Other significant contributions to the Enterprise Strategy have been made by Elephant Enterprises, the Princes Trust, One London, Education Business Alliance, Salmon Youth Centre, Southwark Credit Union, Social Enterprise London, Business in the Community, Spacia and business and employer representative and network organisations including Bankside Business Partnership, Southwark Chamber of Commerce and Camberwell Traders Association.

The stakeholders will be involved in agreeing and achieving specific targets for each action in the Action Plan (please see appendix 1) and attaining the four strategic objectives outlined below. The Southwark Enterprise Strategy will build upon the partnerships already in place in order to establish a more 'joined-up' approach to enterprise policy and strategy development in Southwark. This partnership approach should also ensure that any weaknesses are identified and tackled together as well as building on strengths and good practice.

Targets

Our key aim is to grow the number of businesses in the Borough and to have more healthy, successful, sustainable businesses, a more diverse range of businesses in the north, resistance to national and global economic shocks and an entrepreneurial culture particularly amongst our young people.

Each of the key stakeholders has their own targets to meet. They are measured on these by central and regional funding bodies such as the Department for Trade & Industry (DTI); Small Business Service (SBS); the London Development Agency (LDA); and European Social Fund (ESF). However, none of these targets are mutually exclusive. All of them will help us to achieve our primary goal of improving enterprise development and support Southwark and its residents. For this reason, the targets of all of the key stakeholders are regarded as the targets for this Strategy. They include Council, Business Link 4 London, Business Extra, Learning & Skills Council, One London, South London Business, Regeneration Partnership targets and individual provider targets negotiated against particular contracts such as European Social Fund. These individual agency targets form a potential measure for determining whether the Strategy has met its goal of improving enterprise outcomes for Southwark and its residents.

Headline Targets

It is proposed to develop and include headline targets for the Enterprise Strategy. However, as this is the first time a strategic approach focusing on enterprise has been developed for Southwark, and considerable development/change is envisaged over the next five years, primary targets initially will be:

- The development of headline targets. These will be identified through the local economy research, which was indicated as a priority by the LSP Enterprise Task Group; and
- Development of a basket of performance indicators (informed by the Audit Commission's recent work on Performance Indicators).

Monitoring and Review

Monitoring and reviewing the effectiveness of the Strategy and the work of all the partners and stakeholders will be conducted in various ways. Each of the partners has their own internal monitoring and review systems and they will be assessed annually on performance against their own targets.

It is intended that the Southwark Enterprise Strategy will be monitored and reviewed on an annual basis. This will be important in order allow flexibility in the annual setting of targets that can take account of local changes and wider economic circumstances. For example redevelopment activity in areas such as Canada Water, London Bridge and the Elephant and Castle, which have an effect on both businesses in the immediate area and those in neighbouring business areas. In addition it will enable the key stakeholders to plan for and resource future actions. The annual review will be overseen by the Council and Southwark Alliance and involve the business community.

The Strategy will be reviewed and assessed annually through the following methods:

Action Plan – Annual assessment of whether Action Plan targets have been met and annual review to update the Action Plan to ensure any new issues arising are identified. This review process should include an annual Enterprise Workshop involving all the key stakeholders to identify progress, issues, actions and activities.

Qualitative Impact – assessment of the impact of the Strategy on the participating agencies and organisations in terms of how effective the partnership has been in increasing co-ordination of service delivery and collaboration between agencies as well as assessing the qualitative impact on service users – businesses and individuals looking to enter self-employment. For example through focus groups, network events and feedback questionnaires.

Indicators– during the first year a 'basket of indicators' will be developed to measure the impact of the enterprise strategy, this will include a review of available statistical data so that a baseline can be established against which performance can be measured.

It is envisaged that reviews will be conducted annually.

Southwark Enterprise Strategy

A. DEVELOPMENT/POLICY ACTIONS

B. ACTION PLAN

POLICY

Priorities	Proposed Policy/Development	Responsibility/Partners	Funding	Timeframe
Promote equality of access to economic opportunities	<ul style="list-style-type: none"> Ensure proportional participation in programmes Effective monitoring of projects to ensure open access 	All partners		On-going
Protect local services for residents and businesses	<ul style="list-style-type: none"> Implementation of UDP 	LBS Planning Policy	LBS	Medium/long term
To improve the range and quality of services available in the borough and ensure that these are easily accessible	<ul style="list-style-type: none"> Implementation of UDP (Objective 3 of the Southwark Plan) 	LBS Planning Policy	LBS	03/04
Protect the amount of business space and encourage appropriate premises and complementary services	<ul style="list-style-type: none"> Implementation of the UDP UDP used to protect commercial land use Ensure best use of and flexible approaches to empty units/space on housing estates eg community uses/services Review Southwark Retail Capacity Study recommendations (DTZ Study) Report to be submitted to Enterprise Task Group on key recommendations of study for consideration 	LBS – Planning and Policy LBS – Housing LDA Aylesbury NDC Greater Peckham Alliance	LBS LDA NDC	On-going
Move towards “business friendly” regulatory procedures and processes	<ul style="list-style-type: none"> Southwark to work towards reviewing and revising its procedures involving business Other significant partners to strive to ensure procedures are business friendly 	LBS Health Trusts Large organisation partners	LBS	Medium/long term
Reduce crime and improve community safety and climate for business	<ul style="list-style-type: none"> Improve links between businesses and police to reduce burglaries, vandalism & street robberies Raise awareness of Street Wardens, PSOs & Neighbourhood Renewal Managers 	LBS Community Safety CIDU Environment Police	Police LBS	Long-term
Link with LDA strategy – review and develop identified sectors of regional and local significance	<ul style="list-style-type: none"> Sectors of regional/local significance identified & information included & used to support bids/developments 	LDA BL4L LDA LBS Southbank University	In-kind LBS BL4L	2004/05

INFORMATION/DISSEMINATION

Priorities	Proposed Policy/Development	Responsibility/Partners	Funding	Timeframe
Provide business research and intelligence (See Obj. 2)	<ul style="list-style-type: none"> Ensure that up to date research is available on Southwark’s economy Ensure that up to date research is available to businesses 	BL4L LBS	LDA BL4L NRF	On-going

Priorities	Proposed Policy/Development	Responsibility/Partners	Funding	Timeframe
Maximise spend through b2b and employees purchasing in local area	<ul style="list-style-type: none"> Identify best practice and disseminate to other partners 	CRP PLP LBS Tourism Peckham Partnership LDA SBEG Bankside Business P'ship	PP SRB PLP	On-going

MARKETING/COMMUNICATION

Priorities	Proposed Policy/Development	Responsibility/Partners	Funding	Timeframe
Focus inward investment opportunities on key areas	<ul style="list-style-type: none"> Market/promote Southwark to businesses including Neighbourhood Renewal areas 	South London Business LBS		Medium/long term
Promote retail opportunities to local communities and visitors	<ul style="list-style-type: none"> Pool of London Partnership on-going promotion of Pool area Peckham Programme on-going promotion of Peckham as town centre 	PLP LBS (Peckham Programme)	LBS PLP	On-going 2003/05
Improve communication between local businesses and agencies and encourage involvement in local issues	<ul style="list-style-type: none"> Ensure all partners work to involve local businesses in consultation, local developments and project implementation 	All partners	All	Medium/long term
Traffic & transport infrastructure	<ul style="list-style-type: none"> Lobby business support Ensure businesses have a voice/input in decision-making 	LBS TfL CRP	All	Long-term
Raise awareness of implications of Climate Change Levy	<ul style="list-style-type: none"> Ensure businesses are aware of the Climate Change Levy Ensure businesses are aware of the implications this may have on their businesses and advise on support which may be available 	LBS – Environment Chamber BL4L Business Extra	LBS Chamber Business Extra	Medium/long term
Increase awareness of environmental impact of businesses	<ul style="list-style-type: none"> Reduce waste and increase recycling Consider introducing Trade Refuse Agreements 'REALISE' computer recycling project 	LBS – Environment CRP	LIFE III	Proposal for Trade Refuse Agreements prepared
Explore local networking with and between businesses in key business districts/town centres	<ul style="list-style-type: none"> Capacity build existing business networks/trader associations (See Obj. 2) Establish key networks in other areas where gaps identified (See Obj. 2) Increase awareness/take-up of existing business support (See Obj. 2) 	Business Extra Chamber	LBS LSP	On-going
Increase use of ICT and e-business	<ul style="list-style-type: none"> Identify appropriate and effective IT solutions for businesses Work with businesses to develop e-business opportunities 	BL4L Small Business Service e-business Unit Brixton On-line	DTI - SBS LDA B. Extra CRP	On-going

Priorities	Proposed Policy/Development	Responsibility/Partners	Funding	Timeframe
Improve HR management & information among businesses	<ul style="list-style-type: none"> • Increase awareness of Investors in People • Provide financial assistance to implement HRD plans 	LSC Southbank University Southwark College BL4L Business Extra	LSC BL4L SRB	2003/04
Promote services of Business Link for London and Small Business Service support in Southwark	<ul style="list-style-type: none"> • Raise awareness of services 	BL4L Business Extra	BL4L NRF	2003/05

FUTURE/ON-GOING DEVELOPMENTS

Priorities	Proposed Policy/Development	Responsibility/Partners	Funding	Timeframe
Increase entrepreneurial activity in deprived neighbourhoods	<ul style="list-style-type: none"> • Ensure outreach/effective marketing to deprived neighbourhoods • Ensure access to information in deprived neighbourhoods 	All partners	LSP LDA	March 2005
Work with major purchasing organisations to encourage local procurement	<ul style="list-style-type: none"> • LSP • LBS • Health Trusts • CRP 	LDA CRP LBS (Peckham Prog)	CRP	Medium/long term
Improve environment and infrastructure in key business districts/town centres	<ul style="list-style-type: none"> • Explore Town Centre Management Plans in context of Local Area/Priority Neighbourhoods/BIDs 	LBS – Peckham ELP LDA	LBS LDA	Medium/long term
Quality of environment	<ul style="list-style-type: none"> • Encourage business recycling 	LBS Environment	LBS	Medium/long term
Review opportunities for evening economy ensuring balance between needs of residents and business	<ul style="list-style-type: none"> • Encourage 'living over the shop' • Link with crime reduction activities • 	LBS – Planning and Policy (SPG) LBS – Private Sector Renewal LDA BL4L Private landlords Peckham Partnership Police	LBS LSP LDA	On-going
Support links between enterprise and education	<ul style="list-style-type: none"> • Encourage enterprise links to school & promote entrepreneurial culture 	EBA Schools	LSC	2003/04
Broker links with local branches of high street banks	<ul style="list-style-type: none"> • Encourage banks to engage with SMEs 	Business Extra Banks One London	LDA Southwark	2003/04

ACTION PLAN

1. Build an Entrepreneurial Culture					
Priorities	Proposed Action	Responsibility/ Partners	Funding	Target/Baseline Indicator	Timeframe
Promote enterprise as positive choice	Provide pre-start-up enterprise awareness support including careers advice, work with schools and new academies	Business Extra Southwark Education Business Alliance	SRB/One London LBS Education Business Link 4 London	15 enterprise awareness-raising conferences/seminars	2003/05
	Increase and sustain business start-ups and self-employment by maximising existing and increasing number of business start-up counsellors and mentors	Elephant Enterprises Business Link for London One London Princes Trust Business Extra	SRB LBS Business Link for London One London ESF	CRP: 5 new business start-ups 4 businesses surviving 52 wk Business Extra: 8 new business start ups 10 new business start ups 9 businesses surviving 52 wk	2003/04 2003/04 2004/05 2003/05
	Target support at sectors with best survival and job creation rates and innovative proposals	Southwark College CRP 'Small Business Champions' (outreach workers)	SRB	CRP 300 businesses advised 148 businesses access info 120 face-to-face visits 24 business support reviews	2003/04
	Promote Inner City 100 Southwark Businesses	LBS – Economic Development	LBS	5 x Southwark firms apply for Inner City 100 Index	2003/05
Encourage provision of suitable premises	Develop Action Plan to take forward LSP Incubator units/Managed Workspace feasibility study (See Obj. 4)	LSP	Section 106, LDA Incubator Fund, DTI, NRF	1 x feasibility study	Q2 2003/04
	Promote existing incubator units eg London Institute Enterprise centre for the Creative Arts units in Camberwell	LCP	LCP	Project Targets for LCP not yet available. LCP targets to be agreed	Q2 2003/04
Encourage provision of start-up finance and venture capital	Develop loan guarantee fund (See Obj. 2)	Elephant Links Business Support Agency: 'Business Extra'	LDA LBS	Loan fund proposal developed	Quarter 3

1. Build an Entrepreneurial Culture					
Priorities	Proposed Action	Responsibility/ Partners	Funding	Target/Baseline Indicator	Timeframe
Promote b2b opportunities and local procurement	Promote and develop support and training to facilitate tendering for local procurement contracts by new businesses eg Supplynet (See Obj. 2)	Peckham Partnership Business Extra CRP BL4L	LSP SRB BL4L	Local procurement study completed and submitted. Local Purchasing Concordat brokered (B. Extra) Expansion of Supplynet by BL4L implemented	Quarter 1 September 2003 Q3 & 4 2003/04
Ease passage between informal and formal economy	Encourage and provide support for Social Enterprises	Social Enterprise London Business Link SAVO Business Extra	ESF SRB LSP	SAVO: Create social enterprise on-line knowledge centre Establish social enterprise network Develop business dev't packages, info, mgt material	2003/04 2003/04 2004/05
	Work with and support development of Time Banks and Local Economic Trading Systems	Credit Union Aylesbury NDC Business Extra CRP Elephant Links Partnership Elephant Enterprises	SRB NDC	ELP Time Bank developed and implemented	Quarter 2 2003/04

2. Support and Develop Existing Businesses and Promote Inward Investment					
Priorities	Proposed Action	Responsibility/Partnership	Funding	Target/Performance Indicator	Timeframe
Improve communication inter-agency, business to business and agency to business	Programme of events to raise awareness of developments, opportunities and promote networking/co-ordination	LSP LBS BL4L	LSP BL4L	3 x events	2003/04
	Expand Southwark Alliance Task Group to include all relevant organisations	LSP	N/A	Membership expanded and formally agreed	Q2 2003/04
Focus support on existing businesses	Develop and provide business support – Southwark-wide Business Support Agency 'Business Extra'	One London Business Extra Elephant Enterprises	BL4L SRB	Business Extra Plan agreed Business Extra Launch	Q2 2003/04 Q2 2003/04
	Co-ordinate marketing and branding of business advice and support services	Business Extra	SRB LDA	Business Plan includes plan for co-ordination	Q2 2003/04
	Improve awareness of general and specialist/sectoral business consultancy services 'Small Business Champions'	Business Extra CRP	SRB BL4L	CRP 300 businesses advised 24 Business Support reviews	2003/04
	Launch and develop Property Register	South London Business (Property Register) Southwark - Property	NRF - LSP	CPR tendered, developed paper based version Web based version trialled	Quarter 1 Web trial Quarter 3
	Develop business support services Route-map Link with other initiatives eg LCP Enterprise Centre for Creative Arts website	CRP Southwark/Lambeth/ Westminster/Corporation of London	NRF - LSP LDA	Route-map tendered developed paper based version Web based version trialled Oct 03	Quarter 1 Web trial Quarter 3
	Increase finance available by establishing Business Loan Guarantee fund Broker links with high street banks	BL4L Banks One London	LDA LBS BL4L NRF	Loan Fund proposal developed BL4L Finance for Business in Disadvantaged areas established	Quarter 2 2004/05

2. Support and Develop Existing Businesses and Promote Inward Investment					
Priorities	Proposed Action	Responsibility/Partnership	Funding	Target/Performance Indicator	Timeframe
	Increase access to human resources development (HRD) advice	Learning and Skills Council Southbank University Southwark College BL4L	LSC BL4L	Marketing materials developed & disseminated	Quarter 2
Increase diversification of BME businesses	Support BME businesses to break out of co-ethnic markets by providing advice, encouraging take-up of b2b activities	Business Link Knowledge Centre for BME businesses Business Extra One London DTI Ethnic Minority Forum	LDA BL4L SRB	Minimum participation rate on all projects of 30%	2003/05
Support for growth sectors	Finalise City Growth Strategy (See Obj. 3)	LDA PLP	LDA	City Growth Strategy finalised & agreed	Quarter 2
	Provide advice, funding, on-line support and incubator premises for start-up creative inds	LCP with BL4L Enterprise Centre for the Creative Arts London Institute	BL4L LCP	Project Targets for LCP not yet available LCP targets to be agreed	Q2 2003/04
	Support tourism and hospitality sector Promote hotel/B&B accommodation, visitor attractions, leisure facilities	CRP LBS – Tourism	CRP LBS	BMG Marketing Strategy in place. LBS Tourism Strategy reviewed.	Quarter 3 Quarter 4
Strengthen b2b links and local procurement	Develop an action plan to build on findings of Local Procurement Report	LSP (Enterprise Task Group)	NRF	Local Procurement Action Plan developed & submitted to Task Group	Quarter 3
	Provide training/support to enable businesses to win procurement contracts and develop consortia - 'Supplynet' (contract bidding workshops etc).	Greater Peckham Alliance (GPA) Business Extra BL4L/CRP	GPA CRP SRB (ELP)	Local procurement study completed and submitted. Local Purchasing Concordat brokered (B.Extra) Expansion of Supplynet by BL4L implemented	Quarter 1 September 2003 Q3 & 4 2003/04
	Promote support activities eg. Trade Fairs/b2b and Meet the Buyer events	Business Extra CRP	SRB BL4L NRF	2 x events held in 03/04	Quarters 3 & 4
Support and encourage inward investment	Ensure Route-map and Property Register used as tools to support inward investment	LBS – Economic Development Business Extra	NRF Other boroughs (Lambeth, Westminster) CRP	CPR tendered, developed paper version Web based version trialled Route-map tendered dev'd paper based version Web based version trialled	Quarter 1 Web trial Quarter 3 Quarter 1 Web trial Quarter 3

2. Support and Develop Existing Businesses and Promote Inward Investment					
Priorities	Proposed Action	Responsibility/Partnership	Funding	Target/Performance Indicator	Timeframe
	Development & implementation of CRP London South Central Website (log major dev't sites, wkspce, offices)	CRP	CRP	Website Launched	Summer 2003
Recruitment, training and skill requirements	Review information/research on labour skill needs	See Southwark Employment Strategy			
	Training and employment programmes developed to meet business needs				
	Workplace Co-ordinators				
	Mayoral Award Scheme for quality employers				
Regulatory procedures and processes	Improve communication with businesses eg in relation to licensing, health & safety, parking, planning Fair Reg'n Concordat	LBS	LBS	Fair regulation concordat in place Plan for improving communications with business developed	2004/05 2003/04
	Produce straight forward guide to business regulations	CRP	CRP	Prepared Available on LSC website	Q2 2003/04 Q3 2003/04
Protect & enhance the range of business premises available for SMEs and preserve the net employment generating floor space	Implementation of the UDP	LBS	LBS	UDP in place Implemented	Q4 2003/04 2004/2014
Preserve areas for "bad neighbour" industries which are essential for the regional economy	Implementation of the UDP	LBS	LBS	UDP in place Implemented	2004/2014

3. Enhance Enterprise Opportunities in the Key Business Districts and Town Centres					
Priorities	Proposed Action	Responsibility/ Partners	Funding	Target/Performance Indicator	Timeframe
Agree City ` Growth Strategy for London South Central	CGS area business research underway N. Lambeth & N. Southwark Consider and review implications of CGS	LDA PLP LBS	LDA	City Growth Strategy submitted to SBS Strategy & action Plan completed	September 2003 March 2004
Utilise vacant space/units	Feasibility study on hard to develop sites/premises in London South Central	CRP	CRP	Available on LSC website	Q3 2003/04

4. Improve Physical Environment and Infrastructure					
Priorities	Proposed Action	Responsibility/ Partners	Funding	Target/Performance Indicator	Timeframe
Explore benefits from BIDS and alternative approaches	Provide information to businesses	LBS – Economic Development	LBS	Report on BIDS to be submitted to the Task Group for discussion	Quarter 3
	Undertake feasibility study on key locations.	LBS – Economic Development	LBS	Identify suitable locations for BID implementation.	Quarter 4
Suitable and affordable business premises including retail units	Launch business property register database (See Obj. 2)	LBS – Economic Development	NRF	Commercial Property Register updated Review of CPR to test for web viability	Pilot April-May 2003 By end 2003
	Develop Action Plan to take forward LSP Incubator Units/Managed Workspace Feasibility Study (See Obj. 2)	LBS – Housing LBS – Property LBS - Frameworks and Implementation LBS - Planning and Policy LBS – Private Sector Renewal	NRF	Action plan for Feasibility Study developed Tender Specification prepared Consultation contract let Report submitted to Task Group	Quarter 1 Quarter 2 Quarter 2 Quarter 3

GLOSSARY OF ABBREVIATIONS

B.Extra	Business Extra
BBP	Bankside Business Partnership
BL4L or BLINK	Business Link for London
BME	Black & Minority Ethnic
CGS	City Growth Strategy
CRP	Cross River Partnership
DTI	Department of Trade & Industry
EBA	Education Business Alliance
ESF	European Social Fund
LBS	London Borough of Southwark
LCP	London College of Printing
LDA	London Development Agency
LSC	Learning & Skills Council
LSP	Local Strategic Partnership
NDC	New Deal for Communities
NRF	Neighbourhood Renewal Funding
PLP	Pool of London Partnership
PP	Peckham Partnership
SAVO	Southwark Action for Voluntary Organisations
SBEG	South Bank Employers Group
SBS	Small Business Service
SME	Small & Medium Sized Enterprises
SRB	Single Regeneration Budget
TfL	Transport for London
UDP	Unitary Development Plan

**Background Analysis:
The Southwark Context and Existing
Initiatives (separate document)**