

# **Southwark Enterprise Strategy DRAFT**

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## Forward

The key principle underlying the Southwark Enterprise Strategy is to improve the conditions for local enterprise in order to strengthen the local economy. This will increase opportunities for local employment and wealth creation particularly where the efforts are co-ordinated to link closely with the Southwark Employment Strategy, for example by targeting neighbourhood renewal areas and ensuring that the benefits associated with strong economic growth in the north of Southwark extend to the rest of the borough. We are firmly committed to listening to business needs, improving communication and increasing business involvement.

It is important to work together deliver holistic regeneration of Southwark with enterprise playing a key role in the future of the area. For this reason the Southwark Enterprise Strategy is owned by all the key stakeholders involved in enterprise in Southwark. It provides a framework in which clear priorities and actions will be developed and implemented, as set out in the accompanying Action Plan. The key stakeholders have agreed to contribute expertise, skills and resources to deliver against the Action Plan.

There are four key objectives:

- Objective 1: To build an entrepreneurial culture
- Objective 2: To retain and support existing businesses and promote inward investment
- Objective 3: To enhance enterprise opportunities in the key business districts and town centres
- Objective 4: To promote a safe, high quality and accessible environment for businesses

This is the first time a strategic approach to enterprise has been developed. The key stakeholders will be working in genuine partnership, with increased collaboration and communication both between their organisations and with local businesses, in order to effectively implement this strategy. Progress will be reviewed annually with the first review due in 2004.

## **Introduction**

Businesses play a critical role in the economic development of Southwark. 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 Southwark Enterprise Strategy will link with the Southwark Employment Strategy, the Community Strategy, the Neighbourhood Renewal Strategy and will contribute towards Southwark Council's Anti-Poverty Strategy through the development of stable and inclusive communities and development of a thriving and sustainable economy. It also supports the key priority of tackling poverty. The Enterprise Strategy will underpin the Neighbourhood Renewal agenda and address the need to develop enterprise activity in deprived neighbourhoods.

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

## **The Need for a Southwark Enterprise Strategy**

Business advice and support services have developed in a piecemeal way in Southwark over a number of years. This has led to some fragmentation of services and confusion amongst businesses. 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. It should also improve delivery of services which affect businesses such as street cleansing, transport and the general environment.

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).

### ***Regional***

The strategy supports regional and sub-regional policy initiatives and is closely linked 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 though 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.

### ***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 also links with the Southwark Plan (Unitary Development Plan UDP), which provides a policy framework to enhance and protect industrial, commercial and retail areas. A more dynamic and robust local economy and business community will reinforce town centre developments and local job creation.

## **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 underway or will be conducted shortly, including the development of a commercial property register, a businesses support services routemap (commissioned by the Cross River Partnership), an incubator unit feasibility study, local economy research and a local procurement feasibility (initiated by the Peckham Partnership).

Research and consultation with key partners and stakeholders recognised that there were 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 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 May/June 2003.

It is proposed that the Local Strategic Partnership Enterprise Task Group will oversee the initial development and implementation of the Southwark Enterprise Strategy during the first year. It is envisaged that the Enterprise Task Group will evolve and become a more strategic group with a broader membership to play a longer-term role in the development and implementation of the Enterprise Strategy. It is proposed that the Southwark Enterprise Strategy will be regularly monitored and continuously developed by the partnership.

## **Strategy Vision and Objectives**

The vision, priorities and objectives for Southwark's first Enterprise Strategy have been identified through the extensive research and consultation with stakeholders, partners and businesses outlined in the previous section and in the context of other wider economic development and regeneration strategies which influence Southwark. A vision for the Southwark Enterprise Strategy has been developed along with three principles determining how the partners will work together to achieve the vision and four objectives which will contribute to the overall vision.

### **Vision**

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

***"A healthy competitive business environment built on an entrepreneurial culture with improved access to employment opportunities for residents".***

### **Principles**

There are three principles which underlie the delivery of the vision and the objectives. These are similar to those underlying the Southwark Employment Strategy.

#### **Principle 1: Maximising Effective use of Resources**

There are approximately 10,800 businesses in Southwark, of which 7,495 are VAT registered and it should be noted that more than 50% of these are located in the 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 a clear divide between this area and the rest of the borough which includes areas of extreme deprivation.

Enterprise support initiatives have been developed over the past few years, but unlike the employment field, these have tended 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. Local business support activities have tended to be 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 – all of which have specific catchment areas, limited budgets for enterprise activity and are time-constrained.

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, for example, focusing on sectors with the greatest potential for growth and neighbourhood renewal areas suffering from the highest levels of deprivation.

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 routemap 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.



### **Principle 3: Partnership**

The Enterprise Strategy is being led by Southwark Council and the Southwark Alliance (LSP) and it 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.

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, 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 Local Strategic Partnership, through the Enterprise Task Group, and Southwark Council will steer, advise and oversee the implementation of the Enterprise Strategy initially. It is envisaged that a broader strategic enterprise group will evolve, building on the LSP Enterprise Task Group but including full involvement from the key stakeholders including the Council, strategic stakeholders, agencies involved in enterprise support delivery in the borough and business organisations. This partnership should oversee the implementation of the Southwark Enterprise Strategy in the future.

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.

## **Objectives**

There are four core objectives which will meet the overall vision of creating a healthy business environment and entrepreneurial culture in Southwark. These broad objectives form the basis for activities outlined in the Action Plan (please see Appendix 1). The objectives are:

- To build an entrepreneurial culture
- To retain and support existing businesses and promote inward investment
- To enhance enterprise opportunities in the key business districts and town centres
- To promote a safe, high quality and accessible environment for businesses

## **Targets**

Each of the key stakeholders has their own targets to meet. They are measured on performance against these targets by funding bodies including the DTI and London Development Agency (LDA) and generally report to a Board or management group. However the majority of these targets will help to achieve the objectives and long term vision of enhancing the local economy included in this strategy therefore where appropriate the targets of the stakeholders will be regarded as the targets for this Strategy including the Council, Regeneration Partnerships and individual delivery agency targets negotiated against particular contracts. Where relevant some of these targets will be included in the Action Plan. In addition further targets will be identified against actions where there are none at present, for example in a new area of activity, in order to assess the impact on local enterprise. The development of the Enterprise Strategy will involve ongoing refinement and development of targets.

## **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 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 Southwark Alliance and the Council.

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 **ACTION PLAN**

## ACTION PLAN: Short/Medium Term

<b>1. Build an Entrepreneurial Culture</b>					
<b>Priorities</b>	<b>Proposed Action</b>	<b>Responsibility/ Partners</b>	<b>Funding</b>	<b>Target/Baseline Indicator</b>	<b>Timeframe</b>
Promote enterprise as positive choice	Provide pre-start-up enterprise awareness support including careers advice, work with schools and new academies	Elephant Links 'Business Extra'  Southwark Education Business Alliance	SRB/One London LBS Education Business Link 4 London	To be supplied by:  Business Extra EBA Business Link 4 London	
	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	SRB LBS Business Link for London One London ESF	To be supplied by:  Elephant Enterprises Business Link for London Princes Trust	
	Target support at sectors with best survival and job creation rates and innovative proposals	Southwark College LCP London Institute CRP 'Small Business Champions' (outreach workers) BiTC	LCP (arts) SRB	To be supplied by:  CRP LCP	
	Target support at areas of high unemployment and limited job opportunities	Elephant Links Business Extra Elephant Enterprises Business Link for London One London Princes Trust	SRB NRF ESF LBS	to be supplied by:  Business Extra Elephant Enterprises Princes Trust	
	Provide business research and intelligence (See Obj. 2)	LDA LBS Business Link for London	LDA BL4L NRF		On-going
	Promote Inner City 100 Southwark Businesses	LBS – Economic Development	LBS	Increase number of Southwark firms applying for Inner City 100 Index	03/04
	Protect local services for residents and businesses eg Post Offices	Implementation of UDP	LBS - Planning	LBS	UDP implemented
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, Neighbourhood Renewal Fund	1 x feasibility study	Quarter 2

<b>1. Build an Entrepreneurial Culture</b>					
<b>Priorities</b>	<b>Proposed Action</b>	<b>Responsibility/ Partners</b>	<b>Funding</b>	<b>Target/Baseline Indicator</b>	<b>Timeframe</b>
	Promote existing incubator units eg London Institute Enterprise centre for the Creative Arts units in Camberwell and other satellite units	LCP	LCP	to be supplied by:  LCP	
	Promote and support market trading opportunities eg Bermondsey Market, East Street Market	LBS Elephant Enterprises SRB Partnerships	?	to be supplied by:  EE	
Encourage provision of start-up finance and venture capital	Broker links with local branches of high street banks and encourage them to engage with SMEs	Elephant Links 'Business Extra' Banks One London	LDA Southwark	to be supplied by:  Business Extra One London	
	Develop loan guarantee fund (See Obj. 2)	Elephant Links Business Support Agency: 'Business Extra'	LDA LBS	Loan fund proposal developed	Quarter 3
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   CRP	LSP SRB	Local procurement study completed and submitted.	Quarter 1
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	to be supplied by: LSP SAVO Business Extra	
	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 1

<b>2. Support and Develop Existing Businesses and Promote Inward Investment</b>					
<b>Priorities</b>	<b>Proposed Action</b>	<b>Responsibility/Partnership</b>	<b>Funding</b>	<b>Target/Performance Indicator</b>	<b>Timeframe</b>
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	03/04
Focus support on existing businesses	Develop and provide business support – Southwark-wide Business Support Agency 'Business Extra'	One London Business Extra Elephant Enterprises LCP Princes Trust	BL4L DTI SRB	to be supplied by:  business Extra Elephant Enterprises Princes Trust	
	Co-ordinate marketing and branding of business advice and support services	Business Extra	SRB LDA	Business Plan includes plan for co-ordination	Quarter 1
	Improve awareness of general and specialist/sectoral business consultancy services 'Small Business Champions'	Business Extra  CRP	SRB BL4L	to be supplied by:  Business Extra	
	Promote services of Business Link for London and Small Business Service support in Southwark	BL4L Dti Elephant Links	BL4L Elephant Links LDA	to be supplied by:  BL4L	
	Launch and develop Property Register	South London Business (Property Register) Southwark - Property	NRF - LSP	CPR tendered, developed paper based version Web based version trialed	Quarter 1 Web trial Quarter 3
	Develop business support services Routemap Link with other initiatives eg LCP Enterprise Centre for Creative Arts website	CRP Southwark/Lambeth/ Westminster/Corporation of London	NRF - LSP LDA	Routemap tendered developed paper based version Web based version trialed Oct 03	Quarter 1 Web trial Quarter 3
	Increase finance available by establishing Business Loan Guarantee fund Broker links with high street banks	Business Extra Banks One London	LDA LBS SRB NRF	Loan Fund proposal developed	Quarter 2

<b>2. Support and Develop Existing Businesses and Promote Inward Investment</b>					
<b>Priorities</b>	<b>Proposed Action</b>	<b>Responsibility/Partnership</b>	<b>Funding</b>	<b>Target/Performance Indicator</b>	<b>Timeframe</b>
	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
	Provide financial assistance to implement HRD plans	Learning and Skills Council Southbank University Southwark College BL4L	LSC BL4L	To be supplied by: LSC BL4L	
	Increase awareness of Investors in People	Learning and Skills Council	LSC	To be supplied by: LSC BL4L	
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	Minimum participation rate on programmes of 30%	
Support for growth sectors	Link with LDA strategy – review and develop identified sectors of regional and local significance	LDA Regional Innovation Fund Southbank University BL4L One London	LDA BL4L Southwark (Dti SBS)	Sectors of regional/local significance identified & information included & used to support bids/developments	
	Finalise City Growth Strategy (See Obj. 3)	LDA PLP	LDA	City Growth Strategy finalised & agreed	Quarter 2
	Provide advice, funding, on-line support and premises for creative industries	LCP with BL4L Enterprise Centre for the Creative Arts London College of Printing London Institute	BL4L LCP	To be supplied by:  LCP BL4L	
	Music and fashion business support	Portobello Business Centre	CRP	To be supplied by: CRP	
	Support tourism and hospitality sector Promote hotel/B&B accommodation, visitor attractions, leisure facilities	CRP LBS – Tourism	CRP LBS	To be supplied by:  LBS CRP	
	Promote retail opportunities to local communities and visitors	Pool of London Partnership LBS (Peckham)	PLP LBS (Peckham Programme)	To be supplied by: PLP Peckham Programme	
Strengthen b2b links and local procurement	Develop an action plan to build on findings of	LSP (Employment Task Group)	NRF	Local Procurement Action Plan developed	Quarter 3



<b>2. Support and Develop Existing Businesses and Promote Inward Investment</b>					
<b>Priorities</b>	<b>Proposed Action</b>	<b>Responsibility/Partnership</b>	<b>Funding</b>	<b>Target/Performance Indicator</b>	<b>Timeframe</b>
	Local Procurement Report and increase awareness of local goods and services				
	Provide training/support to enable businesses to win procurement contracts and develop consortia - 'Supplynet' (contract bidding workshops etc).	Greater Peckham Alliance (GPA) BL4L/CRP	GPA CRP	To be supplied by: GPA CRP	
	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
Maximise spend through b2b and employees purchasing in local area	Identify best practice and disseminate to other partners	CRP PLP Southwark – Tourism Peckham Partnership LDA Southbank Employers Group Bankside Business Partnership			
Support and encourage inward investment	ENSure Routemap and Property Register used as tools to support inward investment	LBS – Economic Development Elephant Links Peckham Partnership CRP PLP London First LDA South London Business Business Extra	NRF Other boroughs (Lambeth, Westminster) CRP	CPR tendered, developed paper based version Web based version trailed Routemap tendered developed paper based version Web based version trialed Oct 03	Quarter 1 Web trial Quarter 3  Quarter 1 Web trial Quarter 3
Recruitment, training and skill requirements	Review information/research on labour skill needs Training and employment programmes developed to meet business needs Workplace Co-ordinators Mayoral Award Scheme for quality employers	See Southwark Employment Strategy			

<b>2. Support and Develop Existing Businesses and Promote Inward Investment</b>					
<b>Priorities</b>	<b>Proposed Action</b>	<b>Responsibility/Partnership</b>	<b>Funding</b>	<b>Target/Performance Indicator</b>	<b>Timeframe</b>
Increase use of ICT and e-business	Identify appropriate and effective IT solutions for businesses	BL4L Small Business Service e-business Unit Brixton On-line Training Services	Dti SBS LDA Elephant Links CRP	To be supplied by:  ELP CRP SBS	
Regulatory procedures and processes	Improve communication with businesses eg in relation to licensing, health & safety, parking, planning Fair Regulation Compact/Concordat	LBS	LBS	??	

<b>3. Enhance Enterprise Opportunities in the Key Business Districts and Town Centres</b>					
<b>Priorities</b>	<b>Proposed Action</b>	<b>Responsibility/ Partners</b>	<b>Funding</b>	<b>Target/Performance Indicator</b>	<b>Timeframe</b>
Explore local networking with and between businesses in key business districts/town centres	Capacity build existing business networks/trader associations (See Obj. 2)	Business Extra Chamber	LBS LSP	To be supplied by: Business Extra Chamber	
	Establish key networks in other areas where gaps identified (See Obj. 2)	Business Extra Chamber	LBS LSP	To be supplied by Business Extra Chamber	
	Increase awareness/take-up of existing business support (See Obj. 2)	Business Extra	LBS LSP	To be supplied by: Business Extra	
Review opportunities for evening economy ensuring balance between needs of residents and business	Encourage 'living over the shop'	LBS – Planning and Policy (SPG) LBS – Private Sector Renewal	LBS	??	
	Link with crime reduction activities	LBS LDA BL4L Private landlords Peckham Partnership Police	LBS LSP LDA	??	
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 Grown Strategy agreed and implemented	Quarter 3
Utilise vacant space/units	Ensure best use of and flexible approaches to empty units/space on housing estates eg community uses/services	LBS – Housing LBS – Planning and Policy LDA Aylesbury NDC Greater Peckham Alliance	LDA NDC	To be supplied by: NDC LBS Planning/Policy?	

<b>4. Improve Physical Environment and Infrastructure</b>					
<b>Priorities</b>	<b>Proposed Action</b>	<b>Responsibility/ Partners</b>	<b>Funding</b>	<b>Target/Performance Indicator</b>	<b>Timeframe</b>
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
Suitable and affordable business premises including retail units	UDP used to protect commercial land/premises	LBS – Planning and Policy	LBS	UDP implemented in planning process	On-going
	Launch business property register database (See Obj. 2)	LBS – Economic Development	NRF	See above	Pilot April-May 2003 Establish by end 2003
	Develop Action Plan to take forward LSP Incubator Units/Managed Workspace Feasibility Study (See Obj. 2) Business units on-stream (spring 2003): Bermondsey Spa Kingswood Estate Aylesbury Estate	LBS – Housing LBS – Property LBS - Frameworks and Implementation LBS - Planning and Policy LBS – Private Sector Renewal RSLs	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
Increase awareness of environmental impact of businesses	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	?

## POLICY/DEVELOPMENT: Medium/Long Term

Priorities	Proposed Policy/Development	Responsibility/Partners	Funding	Timeframe
Promote equality of access to economic opportunities	<ul style="list-style-type: none"> <li>Ensure proportional participation in programmes</li> <li>Effective monitoring of projects to ensure open access</li> </ul>	All partners		On-going,
Increase entrepreneurial activity in deprived neighbourhoods	<ul style="list-style-type: none"> <li>Ensure outreach/effective marketing to deprived neighbourhoods</li> <li>Ensure access to information in deprived neighbourhoods</li> </ul>	All partners	LSP LDA	March 2005?
Protect local services for residents and businesses	<ul style="list-style-type: none"> <li>Implementation of UDP</li> </ul>	LBS Planning	LBS	Medium/long term
Focus in ward investment opportunities on key areas	<ul style="list-style-type: none"> <li>Market/promote Southwark to businesses including Neighbourhood Renewal areas</li> </ul>	South London Business LBS		Medium/long term
Work with major purchasing organisations to encourage local procurement	<ul style="list-style-type: none"> <li>LSP</li> <li>LBS</li> <li>Health Trusts</li> </ul>	LDA?		Medium/long term
Improve communication between local businesses and agencies and encourage involvement in local issues	<ul style="list-style-type: none"> <li>Ensure all partners work to involve local businesses in consultation, local developments and project implementation</li> </ul>	All partners		Medium/long term
Move towards "business friendly" regulatory procedures and processes	<ul style="list-style-type: none"> <li>Southwark to work towards reviewing and revising its procedures involving business</li> <li>Other significant partners to strive to ensure procedures are business friendly</li> </ul>	LBS Health Trusts Large organisation partners		Medium/long term
Improve environment and infrastructure in key business districts/town centres	<ul style="list-style-type: none"> <li>Explore Town Centre Management Plans in context of Local Area/Priority Neighbourhoods</li> </ul>	LBS – Peckham ELP LDA		Medium/long term
Support sustainability of retail centres	<ul style="list-style-type: none"> <li>Review Southwark Retail Capacity Study recommendations (DTZ Study)</li> <li>Report to be submitted to Enterprise Task Group on key recommendations of study for consideration</li> </ul>	LBS		Medium/long term
Quality of environment	<ul style="list-style-type: none"> <li>Encourage business recycling</li> </ul>	LBS Environment	LBS	Medium/long term
Traffic & transport infrastructure	<ul style="list-style-type: none"> <li>Lobby business support</li> <li>Ensure businesses have a voice/input in decision-making</li> </ul>	LBS TfL CRP		Long-term
Reduce crime and improve community safety and climate for business	<ul style="list-style-type: none"> <li>Improve links between businesses and police to reduce burglaries, vandalism &amp; street robberies</li> <li>Raise awareness of Street Wardens, PSOs &amp; Neighbourhood Renewal Managers</li> </ul>	Policy Community Safety CIDU Environment Police		Long-term
Raise awareness of implications of Climate Change Levy	<ul style="list-style-type: none"> <li>Ensure businesses are aware of the Climate Change Levy</li> <li>Ensure businesses are aware of the implications this may have on their businesses and advise on support which may be available</li> </ul>	LBS – Environment Chamber BL4L Business Extra	?	Medium/long term