

**YEAR 1 2010 – 2011
ENTERPRISE STRATEGY**

PRIORITY 1. SUPPORT EXISTING BUSINESSES

Focus: Ensure that business support is co-ordinated across the borough and that Southwark businesses have equal and excellent access to information and support.

Rationale: Ensure that good local businesses are not lost because of the short term impacts of the recession, and that when growth resumes Southwark businesses are well equipped to harness the benefits.

Expected Outcome and Related Indicators

Survival rate of businesses over one year, three years and five years.

Action	Tasks	Timescale	Target	Milestones/Additional Timescales	Responsibility	Resources
1.1 Co-ordinate, align and rationalise business support in the borough	Map business support provision available to businesses within the borough under the Solutions for Business Framework and other funded provision	July 2010	To establish coherent service directory for Southwark Business Desk and ensure Business Link in London brokerage and referral management system is fully	Ensure that all Business Support providers provide solution templates for Business Link in London and LB Southwark	BLIL to lead with support from Southwark Council Economic Development Team and Local Economy Group	BLIL BRM system

			populated Identify gaps and duplication 90% of all known services captured			
	Identify gaps in business support provision	July – Sept 2010	Inform business case for local interventions and lobby for additional funding		Southwark Council Economic Development	Completed solution templates
1.2 Commission and deliver business support schemes to support existing SMEs and businesses in the borough	Deliver Improving Local Retail Environments programme at 23 local retail parades outside of town centres	March 2011	217 businesses benefitting from improvements. 5 business networks supported. Increased take-up of vacant units.	Half of all sites to have commenced works by September 2010. All sites to have completed works by March 2011.	Southwark Council – Economic Development Team	£4.2M Council capital funding

	Refer and broker businesses to support products including SfB	Ongoing		Referrals and brokerage reported quarterly	Business Link in London	
	Commission and deliver local support projects to wrap around mainstream provision targeting under represented groups and deprived areas	March 2011	2,040 businesses engaged. 1,022 businesses supported.		Southwark Council Economic Development Team and delivery partners	£724,250 WNF/Council core funding
1.3 Support local SMEs to access public procurement opportunities	Open up council procurement through the Supply Southwark Group	Ongoing	tbc	tbc	Local Economy Group; Supply Southwark Group; Southwark Council	tbc
	Deliver Procurement Programme project	March 2011	20 businesses supported	50 businesses engaged.	Southwark Council Economic Development Team and delivery partners	WNF from EDT contracts
	Encourage use of Compete For service	Ongoing	Local SMEs accessing procurement opportunities	Number of local SMEs winning contracts	CompeteFor	

	Supply Cross River	August 2011	X businesses winning contracts worth X	Businesses attending MTB events Businesses receiving one-to-one support	Cross River Partnership	ERDF and Council match funding in-kind
1.4 Secure supply chain opportunities for local businesses from regeneration schemes and major developments	Secure local supply chain commitments from developers through S106 agreements and the Supply Southwark Construction Initiative	Ongoing	Aspirational target of 10% of contract value 3 Meet the Buyer Events p/a	Relationships brokered between buyers and suppliers Invitations to Tender	Southwark Council Economic Development Team	
1.5 Encourage engagement with Business Support Organisations specifically Business Link in London and its IDB service for existing growth companies.	Update website links and other documentation used to signpost businesses to business support organisations	September or when documentation reprinted	X referrals per month	Quarterly review	Southwark Council Economic Development Team	Southward Council web editors and marketing and comms teams
1.6 Continue to support business networks	TBC	TBC	TBC	TBC	TBC	TBC

<p>1.7 Provide specific support for other key sectors including supporting sector led businesses networks</p>	<p>Business Collaboration Networks (BCN)</p> <p>Continue to make referrals to specific programmes including:</p> <ul style="list-style-type: none"> • Social Enterprise London - London Social Enterprise Network • PRP - Collaboration to Compete • Build South London 	tbc	tbc	tbc	London Development Agency	tbc
	<p>Provide product development and food analysis support for Food manufacturers, retailers and catering outlets through the London Food</p>	Ongoing	15 businesses supported by March 2011	10 business supported by December 2010	London Food Centre, London South Bank University	

	Centre.					
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PRIORITY 2. DEVELOPING KEY BUSINESS DISTRICTS AND TOWN CENTRES

Focus: Supporting regeneration schemes to spread growth across the borough and enhance our key business districts and town centres.

Rationale: Growth in Southwark has been concentrated in the north of the borough in and around the Central Activities Zone. We will support the spread of employment growth into other parts of the borough through regeneration and inward investment.

Expected Outcome and Related Indicators

Increased proportion of business concentration away from the north of the borough. Indicator TBC.

Action	Tasks	Timescale	Target	Milestones/Additional Timescales	Responsibility	Resources
2.1 Support the development of key regeneration scheme sites	Canada Water	2010-20	Develop 2,400 new homes and up to 35,000 sq m of new retail space	550 new homes to be completed by August 2012	Southwark Council/Development Partners	Private/public capital funding

	Bermondsey Spa	2010-15	Development of 700 new homes and 11 new retail units	350 new homes to be completed by 2012	Southwark Council/Development Partners.	Private/public capital funding
	Elephant and Castle	2010 -	Tbc	Tbc	tbc	Tbc
	Aylesbury Estate	2010 -	tbc	tbc	tbc	Tbc
2.2 Promote and market the borough to inward investors	Promote target areas within the borough to key sectors and markets	TBC	Produce area profiles for key Southwark areas	TBC	Think London	London Development Agency plus ????
2.3 Support and stimulate enterprise activity in our town centres	Renew The Blue	End 2012	Improve vacancy rates for shops, protect existing retail and attract new traders and shoppers	Complete improvements to shop fronts and public realm March 2011	Southwark Council	Capital investment in shops and public realm. Ongoing promotional materials.
	Herne Hill Improvements (ILRE)	End 2011	Improve retail environment and vacancy rates for shops.	Complete improvements to shop fronts and public realm March 2011	Southwark Council, Lambeth Council, private landlords	Capital investment in shops and public realm. Resources to promote

						partnership working
	Improve the commercial and retail environment at the Elephant and Castle	2010-2020	Development of affordable business space. Increase commercial floorspace.	Support existing businesses and increase footfall by XXX (TBC) Support the development of creative industry space including galleries and incubation units. Support existing businesses by XXX (TBC)	Major Projects	TBC
	Supporting Street trading and markets strategy	TBC	TBC	TBC	Southwark Council – Street Markets & Strategy	TBC
2.4 Continue to provide business space including affordable premises and managed workspaces	Planning policy; S106: E&C: CW: Commission	TBC	TBC	Affordable premises research (TBC)	TBC	TBC
2.5 Supporting BIDs to deliver area management initiatives	BID activity	TBC	TBC	TBC	Better Bankside; Waterloo Quarter; Team London Bridge	TBC

	Bankside Urban Forest - Delivering environmental improvements in the Bankside public realm extending to the Elephant & Castle	2010 - 2015	TBC	To be determined over the 5 year programme.	Better Bankside; Southwark Council	£4million LDA funding
<p>PRIORITY 3. CREATING A MORE DIVERSE AND SUSTAINABLE ECONOMY</p> <p>Focus: Promoting the diversification of the Southwark economy into areas for potential growth</p> <p>Rationale: To increase the resilience of the Southwark economy and make it less susceptible to economic shocks</p> <p>Expected Outcome and Related Indicators</p> <p>Growth in number of firms in key target sectors (tbc)</p>						
Action	Tasks	Timescale	Target	Milestones/Additional Timescales	Responsibility	Resources
3.1 Promote green business initiatives and encourage greener travel to work patterns among employees. – needs	Improving Environmental Efficiency of BIDS	tbc	tbc	tbc	Cross River Partnership; Better Bankside; Team London Bridge	£xxx ERDF

to be reworded once we've spoken to Nathan						
	Promote Southwark Environmental Business Awards to SMEs	Ongoing	tbc	tbc	Business Link and business support providers; Local Economy Group; Southwark Sustainable Environment Partnership	tbc
	200 Club	tbc	tbc	tbc	tbc	Tbc
	Peckham Low Carbon Zone	Mar 2011	Environmental audits of 12 SMEs with follow-on one-to-one support 6 SMEs with silver environmental business awards		Southwark Council Energy Team	£27,000 GLA
3.2 Encourage the development of the green economy	Utilise the Centre for Efficient and Renewable Energy in Buildings (CEREB) as a	Ongoing	A minimum of 25 businesses accessing the services of the Centre by March 2011	15 businesses accessing the services of the Centre by December 2010	London South Bank University	

	showcase and training facility to promote and encourage increased use of renewable and intelligent energy solutions.					
3.3 Support emerging knowledge intensive businesses	London Knowledge Innovation Centre	tbc	tbc	tbc	London South Bank University/Business Extra	Tbc
	Increase number of Southwark businesses involved in Knowledge Transfer Projects with Higher Education Institutions	March 2011	10 KTPs and 4 Knowledge Connects	6 KTPs and 2 Knowledge Connects by December 2010	London South Bank University/Angle Technology	Government Grant and Company funding.

PRIORITY 4. INCREASE BUSINESS START-UPS AND CREATE AN ENTREPRENEURIAL CULTURE

Focus:

Rationale: Despite a rapid expansion of the business base in the north of the borough overall business density remains low, business

start-ups are below average and levels of self employment lag behind the regional average. To increase economic activity outside the central activity zone we need to stimulate enterprise and encourage the growth of an entrepreneurial culture.

Expected Outcome and Related Indicators

Increase in self-employment rate
Improvement in number of business start ups

Action	Tasks	Timescale	Target	Measure	Responsibility	Resources
4.1 Promote self-employment as a route into work for workless residents	School Gates initiative	March 2011	tbc	tbc	tbc	Tbc
4.2 Provide pre-start business support and advice	Deliver First Steps to Business project	March 2011	tbc	Tbc	GLE One London	
	Deliver Business Growth in Southwark project	March 2011	Tbc	tbc	Business Extra	
4.3 Encourage business start-ups	Deliver business start-up projects	March 2011	98 new start-ups (20 women-owned)	Tbc	Southwark Council Economic Development Team and delivery partners	WNF funding as above
	Encourage take up of Starting a Business and follow up	tbc	tbc	tbc	Business Link in London and GLE One London	Tbc

	support (ISUS)					
4.4 Identify opportunities to convert activities of community organisations into social enterprises	Encourage take up of social enterprise support through Business Link in London specialist SE Advisers and other key SE providers including Social enterprise London and Red Ochre	tbc	tbc	tbc	tbc	Tbc