

Appendix 3

ENTERPRISE STRATEGY DELIVERY PLAN YEAR 1: 2010 – 2011

PRIORITY 1 - Support existing businesses

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

Maintain active enterprise count through post-recession economic cycle – LAA target baseline (12,485 - 2007)

Survival rate of businesses over one year, three years and five years – baseline for 5 years (2003)

NI 172: small businesses in an area showing growth – baseline (2007)

NI 171: new VAT/PAYE business registrations per 10,000 population – baseline (2007)

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
1. Co-ordinate, align and rationalise business support in the borough with local, regional and national delivery partners to improve access to information and appropriate support	Map business support provision available to businesses within the borough under the Solutions for Business framework and other funded provision	July 2010	<ul style="list-style-type: none"> Service directory for Southwark Business Desk Business Link in London brokerage and referral management system fully populated 90% of all known services captured All business support providers provide solution templates for Business Link in London and Southwark Council 	Business Link in London, Southwark Council, Local Economy Group	Business Link in London	
	Identify gaps in business support provision	July – Sept 2010	<ul style="list-style-type: none"> Identify gaps in provision Prepare business case for addressing gaps 	Southwark Council	Within partner resources	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
	Deliver Improving Local Retail Environments programme at secondary and tertiary local retail parades outside of town centres across the borough.	March 2011	<ul style="list-style-type: none"> • 23 retail parades improved • 217 businesses benefitting from improvements • 5 business networks supported • Increased take-up of vacant units 	Southwark Council	Council capital funding	
	Refer and broker businesses to support products including Solutions for Business	Ongoing	<ul style="list-style-type: none"> • Mainstream contribution to Local LAA Target – sustainability of active enterprise count • Survival rate of businesses over one year, three years and five years – baseline for 5 years (2003) • NI 172: small businesses in an area showing growth – baseline (2007) • NI 171: new VAT/PAYE business registrations per 10,000 population – baseline (2007) 	Business Link in London	London Development Agency/BIS	
	Commission and deliver Southwark Council funded local support projects to wrap around mainstream provision targeting under represented groups and deprived areas	March 2011	<ul style="list-style-type: none"> • 1,965 businesses engaged. • 1,006 businesses supported. 	Southwark Council and delivery partners	WNF, Southwark Council	
	Deliver Sustaining and Growing Your Business project	April 2010 to March 2011	<ul style="list-style-type: none"> • 360 Businesses Engaged • 120 Businesses Supported • Bespoke advice provided to existing businesses. • Provision of training and networking events 	GLE OneLondon	WNF	
	Deliver Business Recovery Service for City Fringe project	April 2010 to March 2011	Diagnostic support offered to micro businesses (1 to 10 employees)	GLE OneLondon	City of London	
2. Support local SMEs to access	Support Southwark businesses to cope with the effects of the recent recession	Ongoing	<ul style="list-style-type: none"> • Promote the small business rate relief 	Southwark Council	Within partner resources	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
public procurement opportunities			<ul style="list-style-type: none"> scheme Accelerate payments to suppliers Permit business that are commercial property tenants of the council to pay rents monthly rather than quarterly 			
	Open up council procurement opportunities	Ongoing	<ul style="list-style-type: none"> Supply Southwark Group to develop and implement a method to promote opportunities for Southwark businesses to supply to the council 	Local Economy Group, Supply Southwark Group, Southwark Council	Within partner resources	
	Deliver Procurement Programme project	March 2011	<ul style="list-style-type: none"> 20 businesses supported 50 businesses engaged <p>(Targets included in Southwark Council delivery projects above)</p>	Southwark Council and delivery partners	WNF	
	Encourage use of Compete For service	Ongoing	Local SMEs accessing procurement opportunities	CompeteFor	London Development Agency	
	Supply Cross River	August 2011	<ul style="list-style-type: none"> 125 businesses assisted £2.6m sales generated meet the buyer events 40 buyer organisations engaged 	Cross River Partnership	ERDF and Council match funding in-kind	
	Secure local supply chain commitments for local businesses from developers through S106 agreements and the Supply Southwark Construction Initiative	Ongoing	<ul style="list-style-type: none"> Aspirational target of 10% of contract value 3 meet the buyer events p/a Relationships brokered between buyers and suppliers 	Southwark Council and development partners	Within partner resources	
3. Continue to support business networks, including supporting sector led business	Work with partners to maintain and develop business networks	Ongoing	Increase trading links between the north of the borough and outlying areas	Local Economy Group	Within partner resources	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
networks						
	Business Collaboration Networks (BCN) Continue to make referrals to specific programmes including: <ul style="list-style-type: none"> • Social Enterprise London - London Social Enterprise Network • PRP - Collaboration to Compete • Build South London 	2011	Link local SME's to sector based networks across London to increase supply chains	Business Link	London Development Agency	
4. Promote green business initiatives and encourage greater levels of recycling and re-use, energy conservation, carbon reduction, and greener travel to work patterns	Improving Environmental Efficiency of BIDS	2012	<ul style="list-style-type: none"> • Improve environmental awareness and environmental management standards in SMEs • Stimulate green procurement and encouraging greening of the supply chain • Encouraging the adoption of innovative environmental best practice techniques and processes and environment • Increase business competitiveness through resource efficiency cost savings • Reducing waste generation, local air pollution and other environmental impacts of business • Rewarding businesses for their improvement through a nationally recognised environmental awards scheme • Helping SMEs towards designing and implementing a simplified environmental 	Cross River Partnership, Better Bankside, Team London Bridge	ERDF	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
			<ul style="list-style-type: none"> management system (EMS) Empowering equalities group-owned SMEs to engage with environmental performance enhancement 			
	Smart Green Business – SMEs and voluntary sector projects provided with support to improve environmental performance	March 2012	<ul style="list-style-type: none"> 30 SMEs supported (tbc) 10 voluntary sector projects 	Westminster Council, BIDs, Southwark Council Sustainability Team	ERDF and Southwark Council	
	Promote Southwark Environmental Business Awards to SMEs	March 2011	<ul style="list-style-type: none"> 10% increase in EBA's awarded 35 SMEs awarded EBAs 	Southwark Council Sustainability Team	Within partner resources	
	200 Club	Ongoing	<ul style="list-style-type: none"> Overall year on year reduction of CO2 emissions of businesses and organisations Maximise membership to quantify baseline. Regular support seminars held. Develop dedicated website to facilitate the network 	Southwark Council Sustainability Team, BIDs	Within partner resources	
	Peckham Low Carbon Zone	March 2011	<ul style="list-style-type: none"> Environmental audits of 12 SMEs with follow-on one-to-one support 6 SMEs with silver environmental business awards 	Southwark Council Energy Team	GLA	
	Green Travel planning	March 2011	15-20 travel plans developed with SMEs	Southwark Council Transport Planning Team, Seltrans, TFL	Southwark Council	
5.Support growth of businesses in key sectors, including the development of the green economy	Provide product development and food analysis support for food manufacturers, retailers and catering outlets through the London Food Centre.	Ongoing	15 businesses supported	London Food Centre, London South Bank University	Within partner resources	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
	Utilise the Centre for Efficient and Renewable Energy in Buildings (CEREB) as a showcase and training facility to promote and encourage increased use of renewable and intelligent energy solutions.	Ongoing	25 businesses accessing the services of the Centre	London South Bank University	LSBU	
	Deliver E-Innovation project	July 2010 to December 2011	Businesses developing new products or services. Delivery of innovation workshops.	GLE OneLondon	ERDF	
6. Develop links with further and higher education institutions to support emerging knowledge intensive businesses	London Knowledge Innovation Centre	Ongoing	30 emerging knowledge-based businesses supported	London South Bank University, Business Extra	London South Bank University	
	Increase number of Southwark businesses involved in Knowledge Transfer Projects with Higher Education Institutions	March 2011	<ul style="list-style-type: none"> • 10 Knowledge Transfer Projects • 4 Knowledge Connects 	London South Bank University, Angle Technology	Government grant and company funding	

PRIORITY 2 - Develop key business districts and town centres

Focus: Support regeneration schemes to spread growth across the borough and enhance 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. Whilst continuing to support the development of businesses in the CAZ, we will also encourage enterprise and employment growth into other parts of the borough through regeneration and inward investment.

Expected Outcome and Related Indicators

Business growth and increasing number of businesses, particularly outside the north of the borough and concentrated in key business districts and town centres – Data sources: Annual Business Inquiry (baseline 2007), BankSearch business sole trader start-up data (baseline 2007)

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
1. Support the development of key regeneration scheme sites across the	Canada Water	2011-2026	<ul style="list-style-type: none"> • 2,500 new homes • Up to 35,000 sq m of new shopping and leisure space • 2,000 new jobs 	Southwark Council and development partners	Private/public capital funding	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
borough						
	Bermondsey Spa	2010-15	700 new homes and 11 new retail units	Southwark Council and development partners	Private/public capital funding	
	Elephant and Castle Opportunity Area	2011 – 2026	<ul style="list-style-type: none"> • 4,000 new and replacement homes • up to 800,000 square feet (45,000 m²) of additional shopping and leisure space • 5,000 new jobs • an integrated public transport hub 	Southwark Council and development partners	Private/public capital funding	
	Aylesbury Estate	2010 – tbc	A better range and number of shops and more employment and learning opportunities – resulting in more jobs.	Southwark Council and development partners	Private/public capital funding	
2. Promote and market the borough to inward investors	Promote target areas within the borough to key sectors and markets	March 2011	Produce area profiles for key Southwark areas	Think London, Team London Bridge, Better Bankside	London Development Agency	
3. Support and stimulate enterprise activity in our town centres	Renew The Blue	End 2012	<ul style="list-style-type: none"> • Improve vacancy rates for shops, protect existing retail and attract new traders and shoppers • Complete improvements to shop fronts and public realm by March 2011 	Southwark Council	Southwark Council	
	Herne Hill Improvements (ILRE)	End 2011	<ul style="list-style-type: none"> • Improve retail environment and vacancy rates for shops. • Complete improvements to shop fronts and public realm by March 2011 	Southwark Council, Lambeth Council, private landlords	Southwark Council	
	Improve the commercial and retail environment at the Elephant and Castle	2010-2020	<ul style="list-style-type: none"> • Development of affordable business space • Increase commercial floor space • Support existing businesses and increase 	Southwark Council and development partners	Within existing resources	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
			footfall <ul style="list-style-type: none"> Support the development of creative industry space including galleries and incubation units Support existing businesses 			
	Develop a new approach to the regeneration of Camberwell	2010 – 2013	<ul style="list-style-type: none"> Establish delivery and governance arrangements Agree initial project priorities and begin delivery of quick wins Develop delivery plan with three year lifetime Produce a Supplementary Planning Document 	Southwark Council and local stakeholders	Within existing resources	
	Develop a new approach to the regeneration of Peckham	2010-2013	<ul style="list-style-type: none"> Establish delivery and governance arrangements. Agree initial project priorities and begin delivery of quick wins. Agree preferred options for the Peckham and Nunhead Area Action Plan to include delivery plan. 	Southwark Council, landowners and local stakeholders	Preparation of area action plan and agreement of delivery and governance arrangements within existing resources. Delivery of area action plan will be through combination of private/public capital funding.	
	Bankside, Borough and London Bridge opportunity area - providing high quality office accommodation alongside world-class retail, tourism, culture and entertainment facilities and public spaces. Local people will be supported to find jobs by local employment and training schemes.	2011-2026	<ul style="list-style-type: none"> 1,900 net new homes 25,000 new jobs 	Southwark Council, development partners, BIDs	Within partner resources	
	Supporting Street trading and markets strategy – maximising economic and employment benefits	2010-2013	By end of 2010/11:	Southwark Council Street Markets &	Private/public capital funding	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
	through promoting and sustaining independent and small businesses.		<ul style="list-style-type: none"> Put in place publicity and marketing plan for main markets Seek capital investment to upgrade the market infrastructure and the public realm in and around market areas Promote new markets Complete draft design for East Street improvements, carry out consultation and complete works Adopt Market and Street Trading Strategy 	Strategy, Team London Bridge		
4. Support the provision of business space including affordable premises and managed workspaces	Support the development of affordable spaces through s106 and planning policy	Ongoing	Affordable/ flexible business space secured	Southwark Council and private sector developers and partners	Private sector leverage	
5. Improve key commercial districts	Business Improvement Districts (BIDs) - substantial and influential networks of businesses, working to improve locations for commercial activity. Facilitation of business involvement with the local community by supporting education, employment and environment initiatives. Helps businesses meet, learn from, trade and support each other.	2010 - 2015	<ul style="list-style-type: none"> 1500 businesses supported Support education and employment initiatives Investment of £2 million per annum across the 3 BIDs in local area management, including cleaning and greening, and additional policing. 	Better Bankside, Team London Bridge, Waterloo Quarter BID. Partnership support from Southwark Council, Metropolitan Police.	Within partner resources	
	Bankside Urban Forest - Delivering environmental improvements in the Bankside public realm extending to the Elephant & Castle	2010 - 2014	<ul style="list-style-type: none"> 12 public spaces improved 1 space in 2010/11 3 in 11/12 5 in 12/13 3 in 13/14 	Better Bankside, Southwark Council	London Development Agency	

PRIORITY 3 - Increase business start ups

Focus: Increase self employment and business start ups.

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 of the central activity zone we need to stimulate enterprise and encourage the growth of an entrepreneurial culture.

Expected Outcome and Related Indicators

Increase in Southwark's self employment rate – Data source: Nomis, baseline 2007

Improvement in number of business start ups, particularly amongst younger people, women and BME groups.

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
1. Promote self-employment as a route into work for workless residents	School Gates initiative - providing access to Jobcentre Plus employment advice in Rotherhithe area.	March 2011	<ul style="list-style-type: none"> To have an advisor present in Redriff primary school by the end of Q1 To extend advice to parents in other Rotherhithe schools by the end of Q3 To engage 300 parents by end of Q1 To increase JCP advisor caseload to 20 parents by end of Q1 	School Gates Project Board, Southwark Council Children's Services	Child Poverty Unit, Southwark Council	
	Deliver DWP 3 month offer project	April to December 2010	Deliver workshops	GLE OneLondon	JCP/ LDA	
	Deliver Enterprising Communities project -	April 2010 to March 2011	Increase self-employment and business start ups with residents who are furthest away from employment, including BAME, young women and disabled people	GLE OneLondon	City of London	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
2. Improve access to pre-start business support and advice, particularly for priority groups	Deliver First Steps into Business project	March 2011	<ul style="list-style-type: none"> • 500 Businesses Engaged • 300 Businesses Supported • 25 New Start Ups • 30 Job Outcomes <p>(Project Targets included in totals for Southwark Council Delivery above under 1.1)</p>	GLE OneLondon	WNF	
	Deliver Business Growth in Southwark project	March 2011	<ul style="list-style-type: none"> • 10 local pre-start businesses incubated • 10 local market traders established <p>(Project Targets included in totals Southwark Council Delivery above under 1.1)</p>	Business Extra	WNF	
	Deliver Business London programme, Starting a Business product and Intensive Start up Support	April 2010 to December 2011	<ul style="list-style-type: none"> • Delivery of workshops • Delivery of intensive support 	GLE One London and Business Link in London	LDA/BIS	
3. Encourage business start ups	Deliver business start up projects	March 2011	<p>108 new start-ups (20 women-owned)</p> <p>(Project Targets included in totals Southwark Council Delivery above under 1.1)</p>	Southwark Council and delivery partners	WNF	
4. Work with employers to promote enterprise in schools	Deliver enterprise related projects in schools	Sept 2010 – July 2011	<ul style="list-style-type: none"> • National Enterprise Week Nov 2010 • 60 pupils and 3 schools participating in National Enterprise Week • Two-week work experience placements for secondary school pupils, and post-16 • Students • 250 business mentors provided to 428 young people • 376 young people visiting business premises • Curriculum input and talks 	Southwark Council Education Business Alliance	Young People's Learning Agency	

Objectives	Actions	Timescale	Target Outputs and Outcomes	Responsibility	Funding Body	Achievements
			in schools and the college <ul style="list-style-type: none"> • All 14-19 year olds to be able to access at least 2 weeks of work experience • 5 business partners involved in each educational establishment per year • All schools and the college to be associated with at least one business 			
5. Identify opportunities to convert activities of community organisations into social enterprises	Encourage take up of social enterprise support through Business Link in London specialist social enterprise advisers and other key providers including Social enterprise London and Red Ochre	Ongoing	<ul style="list-style-type: none"> • Join up support agencies with community organisations. • Identify opportunities for social enterprises within new developments. 	Southwark Council Economic Development and Community Engagement	Within partner resources	