

Strategic Priority 1 - Sustaining and growing business and investment

Latest version 6/11/10 MASTER COPY

Objective	How? – Proposed Actions	Lead (in bold), partners, delivery and responsibility	Measure/Performance Indicator, baseline & data cost	Funding	Timescales	Outcomes
1) Maintain Bromley's high quality of life as key competitive advantage	1.1 Implementation of Bromley 2020.	LSP	AWOT; School Achievement Crime levels; Safer neighbourhoods; Place Survey results			Bromley remains an attractive place to run a business
2) Raise Bromley's profile as a place to invest and do business	2.1 Work with partners to produce and distribute high quality inward investment promotional material, including prospectus.	LBB (R&R); SLB, Property Agents, Think London	No. of searches on Property Database by businesses based outside the borough (increase); No. of enquiries to Business Support Team from external businesses (baseline / target tba); No. of new occupiers on NNDR database (baseline / target tba)	LBB & commercial sponsorship	Produce first edition of prospectus in summer 2010; 2 nd edition in summer 2011	Increased number of businesses investing in Bromley
3) Encourage provision of a wide range of premises to meet the needs of employers	2.2 Maintain dialogue with key employers to help retain continued investment, through initiatives such as Mayors lunches (LBB), Celsius Club (SLB), and networking events.	All LBB, SLB, JCP, Chamber of Commerce, Business Link in London	No of key employers engaged with by partners (increase); No of closures on NNDR database (baseline / target tba)	All partners	2010/11	Employers retain investment in the borough
	3.1 Promote improved awareness and take up of vacant commercial property, through Commercial Property Database, and sharing information on supply and demand, opportunities and best practice between agents, landowners, developers and LBB.	LBB (R&R); SLB, Property Agents	No of searches on commercial property database (increase); Vacancy rate from NNDR records (decrease); Proportion of LBB-owned commercial units in occupation (increase); Employment floorspace (m sq) brought into use (increase);	LBB core budgets, Property Agents and SLB. All partners' time.	2010-2013	A wide range of commercial space maintained and taken up.
	3.2 Work with landowners and partners to bring West Camp into commercial use and the GSK site to be re-used for business/employment activities	LBB (R&R); Property Agents Forum, Landowners, Developers	Amount of floorspace (m sq) developed for employment use/brought back into employment use (increase)	LBB core budgets	2010-13	Maintain or Increase availability of space to meet future growth
	3.3 Ensure that the preparation of the LDF and core strategy in particular, reflects the needs for employment land to support economic prosperity.	LBB (R&R)	Amount of land designated for employment use (increase)	LBB core budgets	2010-13	Maintain or Increase availability of space to meet future growth.

Agenda Item 4

Objective	How? – Proposed Actions	Lead (in bold), partners, delivery and responsibility	Measure/Performance Indicator, baseline & data cost	Funding	Timescales	Outcomes
4) Encourage investment and development in the borough's key commercial and industrial areas including town centres, the Crays, Biggin Hill and Sydenham/Penge.	4.1 Assist businesses to overcome barriers to growth and survival.	Business Link in London LBB ; Colleges; Business Forums; Safer Bromley Partnership	Business Link Customer Activity levels (increase); % of businesses supported reporting growth (baseline / target tba).	BLiL and partners	2010-12	Businesses in key commercial centres assisted to tackle barriers to growth / survival
	4.2 Use inward investment promotional material and information (e.g. on websites) to highlight key areas / sites for inward investment.	LBB (R&R); SLB, Think London	Employment floorspace (m sq) brought into use (increase);	LBB core funding; commercial sponsorship	2010-13	Key sites and employment areas have increased inward investment
5) Encourage self-employment and business start ups	5.1 Promote availability and access to information on support programmes applicable to Bromley start ups, including social enterprises, through websites and joint events.	Business Link in London; LBB, Business Focus, Mencap, Mind, JCP, Business Link in London, Community Links Bromley	NI 171: VAT registration rate (increase); BankSearch start ups (increase); No. of self employed people in the borough (increase); Take up of government funded start up support by Bromley residents (increase)	All partners	2010-11	Increased take up of support programmes to assist new businesses by Bromley residents
	5.2 Deliver projects (including Start up workshops and Intensive start up support) to provide start up businesses, including social enterprises with training, advice and information required to survive and grow.	Business Link in London Business Focus, LBB, Community Links Bromley	Business survival rate – 12 months (increase); BankSearch start ups (increase)	BLiL + partners	2010-12	Increased number of start ups, and improved growth and survival rates for start ups
6) Encourage provision of high quality accessible business support services to local businesses, in particular support for high growth and key employment	6.1 Increase awareness and take up of support available from all partners by improving access to information – via websites, e-bulletins and shared events (e.g. 'Boost Your Business') – and through improved data sharing and development of evidence base on needs and take up of support.	Business Link in London LBB, Business Link in London, Colleges, SE London Chamber of Commerce, FSB	No. of page views on business section of LBB website (increase); Take up of funded support by Bromley businesses - Business Link; No. of business support enquiries through the Council, Business Link & Partners (baseline / target tba)	BLiL, LBB core funding + other partners staff time	2010-12	Increased awareness and take up of support services by Bromley businesses

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sectors	6.2 Improve access to public sector procurement opportunities for SMEs, through restructuring of selected contracts, provision of information, 'fit to supply' training and support and work with other public sector partners.	LBB (for Council contracts); Supply London; Business Link in London; SE London Chamber, LSP Public Sector Partners	Proportion of council spend (contracts over £1,000pa) with businesses based in the borough (increase).	LBB core funding; Supply London		Increasing number of local SMEs involved in public sector supply chain.
	6.3 Lobby Government, GLA and others to ensure business support is relevant to Bromley businesses and designed / delivered for maximum impact on potentially high growth businesses / sectors.	SE London Chamber of Commerce and FSB; LBB; Colleges	Proportion of businesses taking up publicly funded support in comparison with other boroughs / region (baseline / target tba)	Chamber / FSB and partners	2010-13	Business support that addresses the needs of local businesses.
	6.4 Provide targeted business support (including events, diagnostics and coaching) to SMEs with high growth potential and those over 10+ employees.	Business Link in London; LBB, Business Forums, Business Focus, Baker Tilly	Business Link Customer Activity levels (increase); % of supported businesses seeing growth in following 6 months (baseline / target tba).	BLiL; LBB	2010-12	Growth experienced by businesses supported.
	7.1 Bromley Environment Awards - Business Category	LBB (Env); News Shopper, Glaxo Smithkline	Green Business Award July 2010. Nomination to regional Green Guardian awards (Jan 2011).	LBB core funding; commercial sponsorship	2010-11; Annual	Best practice in environmental management celebrated / shared
7) Promotion of low carbon/green businesses	7.2 Increase business awareness / take-up of environmental and resource efficiency schemes, through partnership working (specifically through the Environmental Working Group -- with major employers), use of the LBB website and e-bulletin.	LBB (Env); Business Focus, Baker Tilly, Environmental Working Group	Action plan established for the Environmental Working Group; Baseline data about resource efficiency and environmental impact of businesses established.	LBB staff time + partners.	2010-11	Increased number of businesses are managing resources more efficiently
	7.3 Promote travel plans for businesses and encourage greater choice of transport modes in the borough – to include walking, cycling & public transport use by businesses and their staff / customers – through the Local Implementation Plan (LIP).	LBB (Env); SELTRANS, TfL	No. of travel plans delivered in the borough up to Mar 2011 (maintain level)	TfL, LBB	2010-11	Reduction in carbon footprint for businesses

Key to abbreviations used in this Action Plan

AWOT	Are We On Track – quarterly report to Council's Executive showing key indicators / milestones towards Bromley 2020 objectives
BLiL	Business Link in London
Env	Environment Department (LBB)
FSB	Federation of Small Businesses
JCP	Job Centre Plus
LBB	London Borough of Bromley
LSP	Local Strategic Partnership
NDR	National Non Domestic Rate
R&R	Renewal and Recreation Department (LBB)
SELTRANS	South East London Transport Strategy partnership
SLB	South London Business
SME	Small and Medium Enterprise
TfL	Transport for London

Strategic Priority 2 - Vibrant and thriving town centres

Objective	How? -- Proposed Actions	Lead, partners, delivery and responsibility	Measure/Performance Indicator, baseline & data cost	Funding	Timescales	Outcomes
<ul style="list-style-type: none"> Promote and facilitate the development of Bromley town centres 	<ul style="list-style-type: none"> By Adopting the Bromley Area Action Plan (BAAP). Work with landowners and developers to bring forward development of key opportunity sites. 	<p>LBB (Strategy and Renewal)</p> <p>LBB (Strategy and Renewal/Property Divisions) Land Owners</p>	<p>Adoption by Full Council of the BAAP</p> <p>Ensure that all Opportunity sites in Phase 1 (2010 -2015) are progressed to RIBA Workstage B including</p> <ul style="list-style-type: none"> Finalising a development agreement for the redevelopment at the Westmoreland Road Car Park Market the Old Town Hall for redevelopment for offices/hotel/conference centre Complete a Memorandum of Understanding with development partners on the redevelopment of Bromley North Station Commence the development of the Pavilion Leisure Centre to include a family entertainment centre including 10 pin bowling Commence the appointment of a 	<p>N/a</p> <p>LBB/Development Partners/HCA</p> <p>Developer</p> <p>LBB</p> <p>LBB / Developers</p> <p>LBB</p> <p>LBB</p>	<p>2010</p> <p>2010 - 2013</p> <p>2010-12</p> <p>Autumn 2010</p> <p>2010</p> <p>2012</p> <p>2010</p>	<p>Ensure that development proposals are consistent with BAAP.</p> <p>Delivery of Key Sites and Renewal of the Town Centre</p> <p>Delivery of a comprehensive redevelopment scheme.</p> <p>Property sale/secure developer partner</p> <p>Clarity and agreement of development of the site</p> <p>Enhanced leisure provision for all ages</p> <p>Development partner/ delivery mechanism</p>

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			<p>development partner for Site G (West of the High Street)</p> <ul style="list-style-type: none"> In consultation with Network Rail commence the update of passenger and pedestrian facilities at Bromley South Station 	Network Rail	2010 /2011	<p>established</p> <p>Improved facilities for passengers and visitors</p>
	<ul style="list-style-type: none"> Develop and Implement a Renewal Strategy and Improvement Plan for Bromley North Village 	LBB (Strategy and Renewal) Bromley North Traders Group/Bromley Business Forum and partners	Adoption of Strategy and Improvement Plan by LBB	TfL/LBB/Local Businesses	Nov 2010	Agreed improvement and implementation plan
<ul style="list-style-type: none"> Promote and facilitate the development of Orpington town centre 	<ul style="list-style-type: none"> Develop a Programme to deliver Phase 1 of the Orpington Masterplan 	LBB (Strategy and Renewal/ Culture and Leisure) Orpington Business Forum, Local Businesses and Partners	Completion of the Orpington Public Realm Improvements.	LBB/ TfL	July 2010	Enhance public realm
			Relocation of Orpington Library	LBB	March 2011	Delivery of a new library building
			Finalise options for Bromley Museum at the Priory Orpington	LBB	2010	Completed options appraisal.

Objective	How? – Proposed Actions	Lead, partners, delivery and responsibility	Measure/Performance Indicator, baseline & data cost	Funding	Timescales	Outcomes
<ul style="list-style-type: none"> Maintain and improve the appearance, tidiness and overall quality of the borough's town centres 	<ul style="list-style-type: none"> Support and promote Bromley Business forum. 	Local Businesses	Monthly meetings/Action Plan	Local Businesses	Monthly Meetings	Increased involvement of businesses in town centre activities.
	<ul style="list-style-type: none"> Deliver a Town Centre Management (TCM) and promote programme of events to attract people to the town centres. 	LBB (Culture and Leisure) & Local Businesses	Annual Events Programme 10 events in Bromley Town Centre Four events in Orpington Three events in Beckenham Two events in Penge Effective marketing	LBB/Business Forums Businesses 2010/11	Events to be delivered throughout 2010/11	Improved footfall and attractiveness of town centre to shoppers/retailers and visitors.
	<ul style="list-style-type: none"> Implement Christmas Lights Schemes across Bromley, Beckenham, Orpington and Penge, and support local parades in developing their schemes 	LBB (Culture and Leisure), Local Businesses and Partners	Christmas Lights in Place	LBB/ Businesses	Dec 2010	Successful Christmas Lights
<ul style="list-style-type: none"> Monitoring the performance of town centres 	<ul style="list-style-type: none"> Relocate and relaunch the Charter Market in Bromley High Street and integration with improve the quality of the offer to shoppers. 	LBB (Strategy & Renewal / Street Services) / Culture & Leisure)	In year one to maintain current market stall holder numbers.	S106 Town Centre Development Fund	Relocate Autumn 2010	Increased trading by market holders and increased offer to shoppers
	<ul style="list-style-type: none"> Planning and monitoring the town centre performance/health checks quarterly. 	LBB (Culture & Leisure) Local Businesses	Detailed vacancy and activity data (Baseline and target TBC)	LBB	2010/11	Effective monitoring of trends and policy interventions

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Strategic Priority 3 - Improving employment opportunities for residents

Objective	How? – Proposed Actions	Lead, partners, delivery and responsibility	Measure/Performance Indicator, baseline & data cost	Funding	Timescales	Outcomes
<ul style="list-style-type: none"> Develop and maintain high quality progression into employment for residents 	<p>Use local employment projects to maximise progression for local people into local jobs</p>	LBB officers, JCP	Number of jobs created for local people	Government Developers	Ongoing	Local jobs prioritised for local people
<ul style="list-style-type: none"> Improve residents' access to and awareness of opportunities in the local and wider labour market. 	<p>14 – 18</p> <ul style="list-style-type: none"> Promote work related learning and apprenticeships in Schools and Colleges Work with Connexions Service to maximise activity in Bromley. <p>18 – 24, 25 - 49</p> <ul style="list-style-type: none"> Promote work related apprenticeships. Develop job information points at appropriate venues, such as Libraries and Children Centres. Work with Adult Advancement Careers Service to maximise their activity in Bromley. Investigate feasibility of establishing a central website with LBB to signpost Job Search websites. Develop working relationships with JCP to promote their services to that age group. 	<p>Bromley Education Business Partnership and Colleges</p> <p>Bromley 14-19 Collaborative National Apprenticeship Service (NAS) Library Services, Children Centres, JCP and Next Steps.</p> <p>Employment and Skills Team JCP</p> <p>Employment and Skills Team</p> <p>Employment and Skills Team</p> <p>Employment and Skills Team</p>	<p>Increase in the number of 16-18 year old Apprentices. Assess current numbers from NAS and EBP</p> <p>Number of IAG interventions in relation to work based learning</p> <p>Number of information points set up</p> <p>Establishment of website</p>	<p>LBB commissioning and NAS</p> <p>SFA</p> <p>JCP</p> <p>JCP</p> <p>LBB</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>December 2010</p>	<p>An increase in the number of 16-18 Apprentices and in the rate of employment</p> <p>Number of people using the information points</p> <p>Numbers of people accessing website</p> <p>Increase in rate of employment of people aged 18 – 49</p>

	Engage local press in the promotion of local job opportunities.	Employment and Skills Team	Identify appropriate local press representative to join Skills and Employment Group	N/A	December 2010	Improved coverage of local job opportunities
	<p>50+</p> <ul style="list-style-type: none"> Promote Age Concern's Employment 50+ project. Closer working relationships with JCP Projects targeted at people furthest away from the labour market. 	JCP, Age Concern, Employment and Skills Team	Identify appropriate projects	Project funding	Ongoing	Increase in rate of employment of people aged 50+ and those furthest away from the labour market
<ul style="list-style-type: none"> Improve the economic performance and employment levels in the borough's more deprived communities. 	<ul style="list-style-type: none"> Identify resources to promote and coordinate targeted services at Cotmandene, Penge, Biggin Hill and Mottingham Outreach Centres to deliver surgeries to disadvantaged communities. Delivery of training and skills in isolated and deprived areas. Encourage local recruitment and the use of JCP services. 	<p>LBB, JCP, Colleges (Economic Partnership; Skills & Employment Sub-group), Gypsy Traveller Group, Somali Community Association, Affinity Sutton.</p> <p>Use of extended services/childcare centres. Library Services, Children Centres, JCP and Next Steps.</p>	Identify appropriate project funding	Project funding	Ongoing	Increase in rate of employment of people further away from labour market
	<ul style="list-style-type: none"> Promote the use and development of a borough-wide Credit Union and debt/money management support. 	Lewisham Plus				
<ul style="list-style-type: none"> Increase the proportion of businesses involved in training their employees. 	<ul style="list-style-type: none"> Carry out an employee survey to establish base line data. Colleges and training providers to continue to work with employers and business organisations to promote training opportunities, including sector and skill alignment to 	<p>LBB, Employment and Skills Team</p> <p>Colleges and training providers</p>	Use baseline data from survey to inform future measures	LBB	December 2010	

	<p>employers in the local economy.</p> <ul style="list-style-type: none"> Encourage the National Apprenticeship Service to target Bromley employers to increase the number of apprenticeship places. 	NAS	Number of apprenticeship places in Bromley	SFA / Employers	Ongoing	Increase in business training / apprenticeships
<ul style="list-style-type: none"> Improve the types of training to meet the needs of employers. 	<ul style="list-style-type: none"> To review labour market information to review and identify training needs Colleges to continue to actively improve employer engagement, adult training and business support activities. Align to employers in the local economy. By increasing awareness of future employment requirements within education and training establishments in order to match skills to business needs. 	<p>LBB, Employment and Skills Team, JCP, LSEB Colleges and Training Providers</p> <p>Bromley EBP</p>	Local training needs identified	SFA / Employers	Ongoing	Local training needs met
<ul style="list-style-type: none"> Increase the level of residents qualified to at least NVQ level 2. 	<ul style="list-style-type: none"> Bromley 14-19 Collaborative, including Bromley Education Business Partnership to increase the proportion of young people achieving level 2 qualifications, and support/encourage them to progress to higher skills programmes. Improving performance in Schools Providing opportunities for adults to achieve level 2 qualifications. 	<p>LBB, Bromley EBP</p> <p>LBB 14-19 Collaborative Colleges and training providers</p>	<p>Percentage of young people leaving school with 5 A-C GCSE Grades</p> <p>Use targets for school improvement as baseline Identify how many Level 2 places available across the borough</p>	LBB	Ongoing	Increase in local residents qualifications at Level 2
<ul style="list-style-type: none"> Increase the proportion of residents with higher level skills. 	<ul style="list-style-type: none"> Work with young people and adults to raise aspirations and recognition of the role of higher skills in the labour market. Provide opportunities for adults to achieve the qualifications 	<p>Aim Higher, 14-19 Partnership</p> <p>Colleges</p>	Number of Level 3 places available for adults	LBB	Ongoing	Increase in local residents

	<p>required for entry to higher education.</p> <ul style="list-style-type: none"> Expand the local higher-level vocational training provision, including advanced apprenticeships and foundation degrees. Develop Bromley as the place of choice to live and work for people with higher level qualifications. 	Colleges and Universities	Number of Level 4 places available in Bromley	LBB	Ongoing	qualifications at Level 3 Increase in local residents at qualifications at Level 4
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