

Component of Growth	Description of Action	Resources	Timescales for Delivery	Expected Outputs	
<p><b>Supporting the retention of large and medium-size companies</b></p>	<p>Engage the 'top 100' most strategically important companies in the borough</p>	<p>1-2 days of staff time per week. Expenses budget for meetings and travel.</p>	<p>Long-term / recurring six-monthly meetings with firms.</p>	<ul style="list-style-type: none"> <li>Greatly improved business relationships and intelligence</li> <li>Potential business and job retention impacts</li> </ul>	<p>Engagement is on going. Visits are being made and a report prepared after each visit to identify any need and follow up activity required. Businesses tend to need support around premise, apprentices/employees, facilitating council and other public sector services, funding and business support advice. Following the meeting the futureMerton team follow up requests with the appropriate departments and feedback to the business. The visits are shared between Merton Chamber of Commerce staff and the futureMerton Business Growth Officer (recruited November 2012 as part of the EDS programme). Our reputation for supporting businesses locally has improved significantly. We recently submitted a nomination for the London Councils Best Small Business Friendly Borough based on some of the EDS programme of activities. This was accompanied by many endorsement from our local businesses benefiting from the programme. Winners will be announced at the event on 2<sup>nd</sup> November 2014.</p>
	<p>Facilitate supply chain and networking opportunities</p>	<p>Minimal staff time – will be accounted for by general relationship management</p>	<p>Long-term / ad-hoc depending on nature of opportunities</p>	<ul style="list-style-type: none"> <li>Dependent on the nature of opportunities – but would expect commercial benefits to business and improved business-to-business relationships within the borough</li> </ul>	
	<p>Respond quickly and effectively to employer enquiries and concerns</p>	<p>1 full time staff member (in post) however a case can be made for an additional resource to support this activity in the light of the Business Growth Officer workload</p>	<p>Long-term</p>	<ul style="list-style-type: none"> <li>Improved business and job retention</li> <li>Greatly improved reputation amongst businesses and some business intelligence</li> </ul>	

Component of Growth	Description of Action	Resources	Timescales for Delivery	Expected Outputs	
	Renew Industrial Estates Programme	£90,000	3 years to 2014 / 2015	<ul style="list-style-type: none"> <li>Increased business and job retention</li> <li>increased turnover for businesses</li> </ul>	<p>In recognition of the economic importance of the trading estate, and in view of the infrastructural barriers, the Council has provided funding to support the activities of the two largest estates, Willow Lane Industrial Estate (WILE) and South Wimbledon Business Association (SWBA), under the newly established Industrial Estates Programme. This includes funding for a high quality website to act as a marketing and promotional tool for attracting manufacturing and other industrial companies; funding for estate co-ordinators whose role are to interface and co-ordinate any issues and activities between the estate companies and the Council, as well as working with firms to promote the sites and the businesses at each location. Weir Road Industrial Estate has on going problems with broadband connectivity and we have worked closely to support the businesses to resolve the problem. The current Broadband Connection Voucher Scheme may be able to resolve this. We have commissioned a specialist to understand our industrial estates fibre connectivity needs this year and will have a feasibility study available as evidence to support any future bids for European funding. In addition, the council also provides on-going business and other support to all Merton's industrial estates through the Business Growth Officer.</p>

Component of Growth	Description of Action	Resources	Timescales for Delivery	Expected Outputs	
<p><b>Supporting Business Growth and Start-Ups</b></p>	<p>Develop and implement the new Merton Business Support Service (MBSS) programme</p>	<p>£200,000 per annum</p>	<p>3 year programme starting 13/14</p>	<ul style="list-style-type: none"> <li>• 503 new jobs created in 3 years</li> <li>• 270 new businesses started within 3 years</li> <li>• 200 business per annum brokered business support</li> </ul>	<p>The Invitation to Tender was issued in May 2013. The 3 year contract was awarded to Merton Chamber of Commerce (MCC) in July 2013 and is due to run until July 2016.</p> <p>270 new businesses and 500 new jobs to be created by 2016/17 –to date 40 new businesses have been created but the programme is in it's very early stages and is proving to be very positively received. Businesses that have used the service have endorsed it. This is also promoted through other mechanisms, via the MCC website, at business forums and through recommendation following business engagement. Increase marketing of this project will provide a greater emphasis to speed up the delivery of the creation of new businesses.</p>
	<p>Merton Loan Fund (MLF)</p>	<p>£300,000 (with additional 300k match funding from the London Loan Fund)</p>	<p>3 year programme, starting 13/14</p>	<ul style="list-style-type: none"> <li>• 34 loans totalling £600,000</li> <li>• 34 Merton firms</li> <li>• £200,000 of additional finance accessed</li> <li>• 17 jobs directly created</li> <li>• 51 jobs directly safeguarded</li> </ul>	<p>2 loan funds were launched as part of our business support programme in October 2013.</p> <ul style="list-style-type: none"> <li>• £400,000 is externally matched funded</li> <li>• At the end of 2016/17, 70 loans totalling £800,000 will made to Merton small businesses</li> <li>• To date 3 loans totalling £60K has been made</li> </ul> <p>This programme took an extensive amount of planning and is in it's early stages but proving to be valuable to Merton businesses. Although launched in October the marketing did not start until February 2014.</p>

Component of Growth	Description of Action	Resources	Timescales for Delivery	Expected Outputs	
	Review proposals on the Generator and Worford House	No expense -	2 years	<ul style="list-style-type: none"> <li>Generator has good occupation levels / Businesses at the Generator have significant growth potential</li> </ul>	<p>Worford House was vacated by the Council in July 2012. The site is in the Sites and Policies Development Plan Document (DPP) for development with a delivery timescale of 2018-2024. The council was incurring costs for the vacant premises including 24 hour security and fly tipping clearance in the region of £108k pa. The Council have enabled Grenfell Housing to locate as a pop up resource centre for a peppercorn rent. Grenfell manages the site to deliver training and support to job seekers. The site is currently referred to as Wandle Valley Resource Centre. To cover the costs for the site Grenfell provide space to SME's and other partners such as Merton Community Transport. The site is seen as a haven for residents needing support with job searching and other life crises and is now a bustling centre where residents can pop in to participate in training, talk to staff or seek help with job applications.</p> <p>The Generator is managed by Merton Chamber of Commerce and acts as an incubator for new SME's. MCC also provide training and deliver the Council's Merton Business Support Service (MBSS) from this site. The site is currently fully occupied and there is a waiting list. Some of the Merton Business Support Services (MBSS) are delivered from here to support residents in the east of the borough.</p>

Component of Growth	Description of Action	Resources	Timescales for Delivery	Expected Outputs	
	Renew the Service Level Agreement (SLA) with the Chamber for the provision of business and economic development services	Funding of £35,000 for one year, To be reviewed towards the end of the first year.	1 year: April 13 to April 14.	<ul style="list-style-type: none"> <li>Continued business support for forum management and town centre initiatives.</li> <li>Resolution of appropriate business/public sector related issues</li> <li>Improved business intelligence gathering and reporting.</li> </ul>	<p>This contract was awarded in May 2014 to The Merton Chamber of Commerce. The programme is referred to as the Economic Development Strategy Support (EDSS). It incorporates support in each of the components for growth. Activities include:</p> <ul style="list-style-type: none"> <li>Assisting in the retention of large and medium companies;</li> <li>Supporting growth and start ups;</li> <li>Supporting sectors and town centres through business engagement with retailers, supporting proposals for BID's, securing investment in new development and holding business forums;</li> <li>Attending the Economic Well Being (sub group of the Sustainable Communities and Transport Partnership)</li> <li>Contributing to funding applications</li> <li>Gathering intelligence on skills/employer demand, including a business barometer.</li> </ul>
	Greening SMEs	£20,000 ERDF funding, possibility for more ERDF match if officer time allocated.	3 years to 2014 / 2015	<ul style="list-style-type: none"> <li>Improved environmental performance amongst SMEs</li> </ul>	<p>Merton is one of 10 partners who received ERDF funding. The project is managed by Wandsworth Council and has run for 3 years with match funding each year from the EDS. It is due to complete in December 2014. Over 40 businesses have been helped to cut down on their energy bills and become greener through the programme.</p>
<b>Inward Investment</b>	Development of an Inward Investment and Business Retention Strategy for Merton	£20,000	Strategy and Action Plan to be completed by 2014/15	<ul style="list-style-type: none"> <li>An actionable plan detailing key projects for promoting Merton as an inward investment destination- and attracting foreign and UK companies into Merton</li> </ul>	<p>The contract was awarded in February 2014 and the Strategy and Action plan is now ready in draft. This will be presented for sign off in November 2014 with planned activities including a workshop to local businesses and members of Scrutiny group.</p> <p>Merton is well ahead of other boroughs in preparing a strategy and focussing on encouraging investment from</p>

Component of Growth	Description of Action	Resources	Timescales for Delivery	Expected Outputs	
	Delivery of inward investment action plan and projects	Allocate sufficient staffing resources to deliver this important component -at least 1 day of staff time per week	Long-term	<ul style="list-style-type: none"> <li>• Increase no. of companies attracted</li> <li>• Increase no. of jobs created</li> <li>• Increase no. of companies staying in eth borough</li> <li>• no companies supported to grow</li> </ul>	abroad. We have built excellent links with London and Partners who are now referring businesses to meet with us in Merton as a possible site of location in the UK.
<b>Town Centre Initiatives including BIDs</b>	Retail study	£50,000	2012 - 2014	<ul style="list-style-type: none"> <li>• Completed retail study with robust intelligence on future market demand at each town centre</li> </ul>	A study was not carried out. Other intelligence has been collected on retail activities and focus has been on town centre improvements. It is proposed that this funding is used to support other town centre initiatives, particularly supporting high street improvements and encouraging businesses to understand the benefits of social media and internet.

Component of Growth	Description of Action	Resources	Timescales for Delivery	Expected Outputs	
	Mitcham Town Centre Initiative	£45,000 (remainder is Match Funding from the Mayor's Outer London Fund and other sources)	2012 - 2014	<ul style="list-style-type: none"> <li>Regeneration of the Town centre including improvements in public realm, transport and image</li> <li>increase access to business support for local businesses</li> </ul>	<p>This was part of a £6m regeneration project in Mitcham town centre. The OLF and match has been used to provide business support to the shops and market and to deliver events in the town centre. Improvements have been made to shop fronts/parades (not included in the shop front improvement grants programme) and the Iceland car park. The OLF work officially completed in July 2014 but enabled the delivery of improvements to Mitcham by:</p> <ul style="list-style-type: none"> <li>10 shop front improvements</li> <li>3 parade improvements</li> <li>8 public artworks</li> <li>A programme of 10 market events</li> <li>Support for 102 businesses</li> </ul> <p>Public realm improvements are continuing in Mitcham and the town will benefit this year from the Christmas lights switch on with activities planned in November and December to support the town centre.</p>
	Business Premises Programme	£200,000 (£100,000 already received from High Street Innovation Fund)	3 years to 2014 / 2015	<ul style="list-style-type: none"> <li>Improved shopfronts and other town centre premises leading to increase footfall and shoppers/sales; improved image and perception of town centres</li> </ul>	<p>Although we have offered a shop front improvement grant programme this has not been in great demand. In this current financial year only £23k has been spent on 3 shop fronts and another £21k planned for 2 further shop fronts this year. This does not include improvements in Mitcham and Colliers Wood town centres as these have been funded through other sources.</p> <p>Going forward and learning from activities carried out in Mitcham the proposal for this year is to deliver parade improvements which create more impact to the High Street and will enable a more joined up programme. This took place in Mitcham and also Leopold Road and has more impact on the area. The proposals will also simplify the process for businesses making it more appealing.</p>

Component of Growth	Description of Action	Resources	Timescales for Delivery	Expected Outputs	
	Support future BIDs where there is demand	Minimal	Long-term commitment	<ul style="list-style-type: none"> <li>New BIDs for town centres where there is business demand</li> </ul>	<p>This support is on going and also delivered through the EDSS programme: 90% of the Willow Lane Industrial Estates businesses voted yes to renew the BID in April 2014 for a further 5 years. The council works closely with the business groups to support any interest in BID's, town teams and also with groups such as LoveWimbledon and Willow Lane BID to identify ways of improving the public realm, business offer and business opportunities.</p>
	Place promotion for Colliers Wood and Mitcham	Accounted for under the SLA with the Chamber	Long-term	<ul style="list-style-type: none"> <li>Improved image and profile for Colliers Wood and Mitcham - leading to increase business activities</li> </ul>	<p>Delivered through the EDSS.</p> <p>Colliers Wood regeneration works will effectively begin this financial year. Public consultation has been on going since 2012 on improvements around Brown &amp; Root Tower, Colliers Wood Station, Baltic Close, Wandle Park gateways and riverside improvements as the first phase of wider improvements to realise Colliers Wood's potential as a new district centre.</p> <p>Construction starts Nov 2014 to March 2015.</p>
	Mitcham Outer London Fund (OLF) activity	Accounted for under the Mayor's funding and proposed match funding	2012 / 2013 and 2013 / 2014	<ul style="list-style-type: none"> <li>jobs created</li> <li>new businesses started</li> <li>jobs safeguarded</li> <li>increase footfall</li> </ul>	<p>We are still in the process of collecting the outputs for the OLF on jobs created but have supported 102 businesses and the market stalls by holding 10 events over the two years.</p> <p>The OLF work generally has brought together the council and local businesses and there is a much stronger dialogue taking place.</p>
	Colliers Wood Mayor's Regeneration Fund activity	Accounted for under the Mayor's funding and proposed match funding	2012 / 2013 and 2013 / 2014	<ul style="list-style-type: none"> <li>businesses supported</li> <li>jobs created</li> <li>jobs safeguarded</li> <li>shopfronts improved</li> <li>new businesses attracted</li> <li>increase footfall</li> </ul>	<p>This has been delayed due to external factors but this year the programme for Colliers Wood commenced and the business support is planned for early 2015.</p> <p>Outputs will be reported to future Cabinet meetings in 2015. Consultation is taking place with businesses to understand their concerns and to ensure all activities planned are shared locally.</p>



Component of Growth	Description of Action	Resources	Timescales for Delivery	Expected Outputs	
Providing Support to Identified Sectors	Improve the town centre forums	Accounted for under the SLA with the Chamber	Long-term	<ul style="list-style-type: none"> <li>Increase business engagement and attendance in Town centre Forums</li> <li>Better feedback from Council on business concerns / Better business intelligence</li> </ul>	This is delivered through the EDSS which has 8 forums in total programmed throughout the year. Raynes Park town centre forums occur regularly and are very popular. We have had regular forums in Mitcham town centre supporting the regeneration activities taking place. As part of the EDSS programme this year we are reviewing the format to encourage greater attendance in Mitcham, Colliers Wood and Morden which have not been as well attended as hoped.
	Develop social networking websites	Accounted for under the SLA with the Chamber	2012 / 2013	<ul style="list-style-type: none"> <li>Social networking websites developed and promoted</li> </ul>	The website was for the creative sector to set up with support from the Council. This is still in development and managed through the EDSS programme. A creative forum is due to take place in November/December 2014 and we hope to understand if the businesses still want to consider this option or alternative ways to promote our creative.
Providing Support to Identified Sectors	Fund sector marketing and joint-working initiatives	£20,000 (£10,000 for each sector forum)	2013 / 2014	<ul style="list-style-type: none"> <li>Improved profile for the key sectors. Improved business intelligence; Improved inter-business trading</li> </ul>	Support for the creative and green sectors. Forums were delivered in 2012 and 2013. A forum is scheduled for November 2014 for creatives and we are in discussion regarding a suitable format for an event aimed at the green sector.
	Commission a creative and cultural sector study to support growth	Indicative cost of £10,000 - £20,000	2013 or 2014	<ul style="list-style-type: none"> <li>A study with firm recommendations for how to build on the success of the creative and cultural sector</li> </ul>	A study did not take place but we worked closely with partners in the creative sector to identify other ways to support growth. Due to the recent loss of Wimbledon Studio's Media Village, we have been supporting the 45 businesses to relocate and stay in Merton. We hope to take forward plans to support a creative/media hub in south Wimbledon with the EDSS programme.

Component of Growth	Description of Action	Resources	Timescales for Delivery	Expected Outputs	
	Undertake mapping exercise of green technology firms	Minimal expense and staff time. Requires contacting accreditation bodies for details and setting up a database of registered suppliers in the borough	2013-2014	<ul style="list-style-type: none"> <li>Comprehensive data on companies operating in the borough whose derive some or all of their turnover from green technology activities</li> </ul>	<p>There has been engagement with a range of businesses on energy efficiency retrofit working with Merton Chamber of Commerce and the GLA on a pilot project.</p> <p>As part of a wider employment land survey (completed Feb 2014) futureMerton mapped all businesses located on industrial areas in Merton (incl. data on business type and location) which included green technology businesses.</p> <p>Also wider engagement with businesses on the Willow Lane BID on sustainability issues, with a focus on improving air quality is currently taking place. An event is planned in October 2014.</p> <p>A recent bid has been prepared as part of our LEP programme (New Homes Bonus) to support further engagement activities with local businesses.</p>
Support networking of green construction firms	Accounted for under sector forum budget	2013 - 2014	<ul style="list-style-type: none"> <li>Opportunities for scale working identified and explored with green firms</li> </ul>	<p>We interact with greening construction businesses through the Code for Sustainable Homes. Significant changes have been introduced over the past two years which impacts on businesses delivering green services. Furthermore, there are recent changes being made in the delivery of sustainable construction announced through the Housing Standards Review in 2014. The Council is waiting to see how changes to the planning system will affect green construction to enable a programme of support green construction companies to respond to these planning changes.</p>	

Component of Growth	Description of Action	Resources	Timescales for Delivery	Expected Outputs	
<b>Supporting unemployed Residents into Work</b>	Skills Strategy/Action Plan	£20,000	2013	<ul style="list-style-type: none"> <li>A skills strategy and action plan setting out the key actions required to tackle skills and unemployment issues in the borough</li> </ul>	<p>An Employment and Skills Action Plan was prepared in December 2012 and is being refreshed in December 2014. This set 6 priorities for the borough including reducing unemployment in the East and supporting young people into employment.</p> <p>The Action Plan saw the development of the Take One initiative which has led to 160 apprenticeship posts in the first 18 months.</p> <p>Unemployment figures since July 2012 have dropped from 3867 (2.8% of population) to 2,601 in July 2014 (1.9% of population. The net decrease of 1,266 equates to a 33% reduction. It is felt that the work of the Economic Wellbeing partnership group has supported this reduction.</p>
	Employability and Access to Jobs Programme	£200,000	3 years to 2014 / 2015	<ul style="list-style-type: none"> <li>Match-fund other employment and skills initiatives to maximise scale and impact</li> </ul>	<p>The Economic Well Being Group members were able to bid for small grants to support employment and skills initiatives in 2013.</p> <p>To date £57k has been spent from this budget on grants and on the new action plan but funding is being held to be used as match for European Social Funds bids in early 2015.</p>
	Additional staff resource specialising in employment and skills and support to business growth activity	£90,000	2 years to 2014/15	<ul style="list-style-type: none"> <li>Co-ordinate the implementation of the skills and employment strategy/action plan; bid for funding for employment and skills projects; work in partnership with employment and skills organisations</li> </ul>	<p>An officer is in post from May 2014. This has meant that initiatives can be taken forward to support the EDS and the Actions from last years Access to Employment and Skills Scrutiny review.</p> <p>A new Employment and Skills Action Plan for Jan 2015-Dec 2017 is proposed and research is being carried out currently to identify priorities going forward. To date focus has been on young people but the group recognises that there needs to be consideration of other hard to reach groups.</p>

\*SME'S – SMALL AND MEDIUM ENTERPRISES

This page is intentionally left blank