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Enterprise & Innovation Plan															
Supporting existing and new businesses															
	<b>Business Support</b> The Council will seek to not duplicate initiatives that are already provided by external providers (i.e. London Growth Hub). Instead, we will negotiate better terms of service with those providers.	<b>Business Support</b> The Council will continue to build relationships with key stakeholders to ensure local businesses can easily access support provision; whether online or face-to-face.		1,000	1,000	1,000	1,000	1,000	1,000						
	We will work closely with London Growth Hub, British Library, Prince's Trust, and the Department of International Trade to build our knowledge base and establish more			1,000	1,000	1,000	1,000	1,000	1,000						
	<b>Havering Chamber</b> We will continue to work closely and maintain an open dialogue with Havering Chamber of Commerce & Industry, including supporting the annual Showcase event, to ensure that local			1,000	1,000	1,000	1,000	1,000	1,000						
	<b>One Council Business Support</b> We will adopt the 'one Council' approach; making the best use of existing resources and maximising capacity to support the business community. In doing so, we will redevelop the Council's business pages to ensure signposting to services is quick and easy. We will utilise Council	<b>One Council Business Support</b> We will develop digital solutions that will enable the Council's business-facing teams to deliver business advice and support through existing third party online demonstrations, e-workshops, video toolkits, e-networking and other innovative digital solutions.	<b>One Council Business Support</b> The Council's business-facing teams will have a fully integrated a digital engagement system that enables businesses to access relevant advice and support online.	2,000	2,000	2,000	2,000	2,000	2,000						
	<b>Procurement Support</b> We will develop a Procurement Support programme for Havering businesses that will: <ul style="list-style-type: none"><li>• Deliver workshops that enable businesses to understand Havering Council's procurement processes</li><li>• Create opportunities for businesses offering innovative</li></ul>	<b>Procurement Support</b> Continue to deliver a Procurement Support programme for Havering businesses.	<b>Procurement Support</b> We will utilise digital solutions to provide an online Procurement Support programme that offers the same level of engagement as previous years, but enabling wider engagement and a more accessible offer.	1,000	1,000	1,000	1,000	0	0						
	<b>Responsible Procurement Policy</b> The Council will develop a Responsible Procurement Policy that will encourage pioneering socially, environmentally and economically sustainable														
	<b>Business Summit</b> We will deliver an annual Business Summit in June of every year. The Summit will <ul style="list-style-type: none"><li>• Provide an opportunity for businesses to meet Council buyers and decision makers</li><li>• Promote inward investment; encouraging businesses to relocate in Havering</li><li>• Showcase the opportunities available in Havering</li><li>• Provide business-to-business support and engagement</li><li>• Incorporate a new element to</li></ul>	<b>Business Summit</b> We will deliver an annual Business Summit in June of every year. The Summit will <ul style="list-style-type: none"><li>• Provide an opportunity for businesses to meet Council buyers and decision makers</li><li>• Promote inward investment; encouraging businesses to relocate in Havering</li><li>• Showcase the opportunities available in Havering</li></ul>	<b>Business Summit</b> We will utilise digital solutions to provide an online Business Summit that offers the same level of engagement as previous years, but enabling wider engagement and a more accessible offer.			15,000	10,000	7,500	7,500						
	<b>Havering Business Growth Vouchers</b> We will explore the scope for the Council to establish a growth support voucher funding opportunities for local businesses that have the attitude, resilience and potential to grow. This will take the form of an annual competition, whereby only the best 10 SMEs that can demonstrate growth opportunities within their business will be chosen to receive dedicated business support and coaching.	<b>Havering Business Growth Vouchers</b> As appropriate we will offer opportunities for local businesses that have the attitude, resilience and potential to grow their business through a growth support voucher scheme.	<b>Havering Business Growth Vouchers</b> As appropriate, continue to offer opportunities for local businesses that have the attitude, resilience and potential to grow their business through a growth support voucher scheme.			30,000	30,000	30,000	30,000						

Supporting the growth of key employment sectors, including engineering, construction, manufacturing and creative industries					
Innovation Havering is one of the few remaining locations in London with a strong sector representation in manufacturing, engineering and construction. The Council will drive innovation by working with key stakeholders on delivering long-term solutions for ensuring the borough provide the right skills, training, connections and commercial space for these sectors to flourish. The London Gateway Innovation Hub will create the right facilities, knowledge and expertise to play a key role in innovating, improving and enhancing people's lives, businesses and public services.	Innovation The Council will continue to invest in the London Gateway Innovation Hub, along with its partners, to ensure the right facilities, knowledge and expertise are delivered to enable innovation in the borough’s manufacturing, engineering and construction sectors.  The Havering Innovation Recognition will sit alongside the re-established Havering Business Awards, however it will seek to reward and recognise innovation through: • business technology innovations and their impact on customer experience, employee engagement, operations	Innovation The Council will continue to support the London Gateway Innovation Hub, which should be generating enough income to become self-sufficient. However, the Council will seek to understand the impact of this Hub on other sectors in the borough; recognising that innovative growth should have a positive impact on the wider community.  The Havering Innovation Recognition will continue to reward and recognise innovation in the Borough.	5,000	5,000	61,400
Key Accounts The Council will seek to identify and engage with key private sector organisations to act as ‘Champions’ for the business community in Havering to:	Key Accounts The Council will continue to engage with key private sector organisations to act as ‘Champions’ for the business community in Havering.	Key Accounts The Council will continue to engage with key private sector organisations to act as ‘Champions’ for the business community in Havering.			
Construction The Council will utilise regeneration opportunities to support the growth of the local economy; to provide more jobs and improve productivity, and to create a legacy of construction excellence. The Havering Construction Supply Chain Programme will provide a 3 tier support service for the Havering construction sector.	Construction The Council will continue to invest in the Havering Construction Supply Chain Programme by offering a 3 tier support service for the Havering construction sector. Tracking success of tenders and growth through support will demonstrate the impact of the Programme.	Construction The Council will re-develop the Havering Construction Supply Chain Programme to utilise digital solutions that enable contractors to engage with businesses directly, with sufficient data monitoring, and tender readiness support to be provided through a fully integrated a digital engagement system that enables businesses to access relevant advice and support online.	27,000	30,000	30,000
Creative Industries The Council will drive forward this sector through initiatives including:	Creative Industries The Council will continue to drive forward this sector through:	Creative Industries The Council will establish a 2,000 seater mixed use venue in Romford, if feasible.			

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Social Value Implementation Plan															
	<b>Implementation</b> Implementation of the social value in procurement policy for Havering as part of a best value approach to public procurement. SV to be enshrined into Contract Assessment and the Council's obligation to monitor the	<b>Implementation</b> Review of the Social Value Strategy and target areas. To ensure alignment of the targets with the Administrative direction of the Council	<b>Sustained</b>												
	<b>Integration</b> Integration of social value across all Council Services	<b>Integration</b> Lateral commissioning that delivers on societal values that deliver the best outcomes for communities.	<b>Sustained</b>												
	<b>Outcomes</b> Licence to use the Social Value Portal as the key tool for measuring and translating social value outcomes to reflect a collective benefit.	<b>Outcomes</b> Setting corporate targets and performance indicators that are based on previous performance and forecasted procurement	<b>Outcomes</b> Continued improvement in performance demonstrating best value.												
	<b>Network &amp; Partnership</b> Engagement with and learning from public and third sector organisations to understand how SV can be used to maximise the social wellbeing. Engaging with the Regeneration Joint Ventures to establish social value programmes that meet the aspirations of the Council. Assessment of social value as	<b>Network &amp; Partnership</b> Engagement and partnership working with private sector organisations operating in the Borough	<b>Network &amp; Partnership</b> Council is fully engaged with local operators for the delivery of societal benefits												
	<b>Section 106</b> The Council will develop enhanced planning policy and skills negotiations regarding Employment, Skills, Training & Enterprise.	<b>Section 106</b> We will utilise funding from S106 contributions to continue to improve investment opportunities, business growth and the lives of residents, beyond job opportunities but through career pathways		4000	4000	4000	4000	4000	4000						

Town & District Centres Plan															
	<b>Town Centre Audit – Council service delivery</b> <ul style="list-style-type: none"><li>Mapping all Council services involvement/investment within the town centre re: projects and initiatives delivery which will determine scope for future development and delivery.</li><li>Set up an Officers steering group that meets on a Quarterly basis</li></ul>	<ul style="list-style-type: none"><li>Continued town centre officers steering group to ensure continuity to service delivery across the Council.</li></ul>	<ul style="list-style-type: none"><li>Continued town centre officers steering group to ensure continuity to service delivery across the Council.</li></ul>												
	<b>Town Centre Health Check – Quarterly</b> <ul style="list-style-type: none"><li>Monitor the economic performance of Havering's town centres via health checks</li><li>Installation of additional footfall camera infrastructure</li><li>Benchmark vacancy, footfall pedestrian counts/ statistics for town centres</li></ul>	<ul style="list-style-type: none"><li>Continued monitoring of the economic performance of Havering's town centres via the collation of town centre health check data.</li></ul>	<ul style="list-style-type: none"><li>Continued monitoring of the economic performance of Havering's town centres via the collation of town centre health check data.</li></ul>	55346	61133	55346	61133	55346	61133						
	<b>Town Centre Consultation - key stakeholders needs analysis</b> <ul style="list-style-type: none"><li>Businesses, consumers, young people and older people consultation focusing on physical improvements to the town centre</li><li>Review analysis from previous surveys, re-run a consumers survey</li></ul>	<ul style="list-style-type: none"><li>Consultation exercise to obtain feedback from consumers on improvements to the town centre – satisfaction surveys to achievable measurable outputs</li><li>Demographics and customer profile mapping</li></ul>	<ul style="list-style-type: none"><li>Futuristic consultation methods to be explored via digital technology progression</li></ul>	30000	30000	15000	15000	15000	15000						
	<b>Streetscape - creating a welcoming environment</b> <ul style="list-style-type: none"><li>Deliver a feasibility study for physical street scene improvements - Public Realm improvements to include street furniture, pavements and street lighting</li><li>Declutter of street clutter, to create a uniformed street furniture programme</li><li>Design/ scope a soft landscaping programme to</li></ul>	<ul style="list-style-type: none"><li>A major public realm improvement scheme delivered that incorporates soft landscaping, public highways, street furniture, street lighting improvements for the town centre</li></ul>	<ul style="list-style-type: none"><li>A review of the technological advances in public realm street furniture and provisions. A feasibility study to highlight future requirements.</li></ul>							30000	30000	2,500,000	2,500,000	2,530,000	2,530,000
	<b>Accessibility – convenience and ease of access to the town centre</b> <ul style="list-style-type: none"><li>Wayfinding signage feasibility study, preliminary designs to enhance the pedestrian navigation throughout the town centre</li><li>Welcoming gateway signage feasibility study and preliminary designs</li><li>Improve the routes into the town centre from surrounding areas for those arriving on foot or by bike, linked to public realm feasibility study</li><li>Public transport mapping</li></ul>	<ul style="list-style-type: none"><li>Implementation of a wayfinding and gateway signage scheme</li><li>Preliminary design concepts and cost to be finalised on future cycle routes/ feasibility and surrounding gateways to the town.</li><li>Effective community services being delivered within town centres with linkages to the Community Hub service delivery.</li></ul>	<ul style="list-style-type: none"><li>A review of the technological advances in public realm street furniture and provisions. A feasibility study to highlight future requirements.</li></ul>							50,000	50,000	120,000	120,000	100,000	100,000

	<p><b>Create a safe, vibrant, attractive and a memorable destination to visit</b></p> <ul style="list-style-type: none"><li>• Develop a Place Brand strategy that will highlight the unique characteristics (USP) and identity of the place that celebrates the nostalgia and heritage of the town centre</li><li>• Develop a marketing and promotional campaign to launch and showcase the Place brand that incorporates the usage of digital platforms</li><li>• Implementation of town centre events/ initiatives with a view for an events programme to be delivered by the business community/key stakeholder’s town partnership, town teams etc</li><li>• Commission a needs assessment to seek to broaden the availability of leisure, entertainment and cultural opportunities within town centres to create a vibrant cultural and leisure destination</li></ul>	<ul style="list-style-type: none"><li>• Place brand embedded throughout the town, on gateway signage, street infrastructure generating a sense of place</li><li>• Continued marketing and promotional campaigns being delivered by established town centre partnership to showcase the place/town</li><li>• A seasonal events programme delivered by the business led partnership (Town team, BID) self-funded</li><li>• Devise a grant/fund programme for established town centre partnership / town team to access funds for the delivery of events within the town centre</li><li>• Entertainment and cultural opportunities pilot satellite sites delivered subject to needs assessment outcome and preferred locations.</li></ul>	<ul style="list-style-type: none"><li>• A town centre that adapts to changes and generate an experience on the high street that are embedded with cultural and recreational experiences</li><li>• A town centre that understands how people feel in a space – 3d audio to transform locations within the town centre ‘the space’.</li><li>• Digital content to navigate throughout the store. Creation of a virtual town with an experience and targeted marketing</li></ul>	80000	120000	70000	30000							
	<p><b>Promoting a Clean and Healthy Environment</b></p> <ul style="list-style-type: none"><li>• Map waste management, recycling provisions procedures within the town centre in conjunction with the Council waste management team. To include plastic reduction/recycling initiatives</li><li>• Encourage greater use of sustainable public transport to reduce congestion, emissions by carry out a feasibility study (TDP) enhancing the facilities available within the town centre, e.g.: electric charging points for electric vehicles and improved cycle route/provision</li><li>• Map out logistic deliveries within the town centre by working with businesses to</li></ul>	<ul style="list-style-type: none"><li>• Coordinated waste management systems implemented, subject to business will</li><li>• Sustainable public transport improvements implemented subject to feasibility study findings and funds</li><li>• Coordinated deliveries to reduce carbon emissions implemented.</li><li>• Solar powered initiatives delivered within the town centre</li></ul>	<ul style="list-style-type: none"><li>• Business infrastructure and consumers change to shop transactions, consumers will be able to scan shopping on the phone and then place in their own bag to reduce plastic</li></ul>		10000	10000								
	<p><b>A Digitally Connected Town Centre</b></p> <ul style="list-style-type: none"><li>• Deliver digital skill programme to SME businesses to embrace digital technology within their business</li><li>• Explore the potential to create digital hubs / flexible workspace provisions within the town centre, linkage to the Community Hub transformation programme</li><li>• Assessment of town centre digital technology – linkage to the Smart Cities technology delivery plan</li></ul>	<ul style="list-style-type: none"><li>• Develop a borough wide digital on-line platform for business within town centre linked to a Havering loyalty card scheme that encourages communities to shop local</li><li>• Online trading platform for business to upload commodities/ offers/ incentive drivers.</li><li>• Click and collect infrastructure implemented</li><li>• A digital connectivity action plan adopted for the town centre</li><li>• Digital hubs- flexible</li></ul>	<ul style="list-style-type: none"><li>• Implementation of smart cities technology – see smart cities delivery programme</li><li>• Business successful with online platform trading in the digital world but still operate a physical premises.</li><li>• Wireless charging points within the town.</li><li>• Automated robotics, drone collection points for consumers.</li><li>• Automated cashless check outs</li><li>• Future transaction will be completely contactless, business support required for the correct infrastructure</li></ul>		15000									

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