

INCLUSIVE ECONOMY LEWISHAM: OUR AMBITIONS & OUR PLAN

AUGUST 2024



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About our ambitions & our plan

We need a clear vision for the inclusive, growing economy that Lewisham deserves and a clear plan of action for how we will get there.

To deliver on Lewisham’s economic potential for all, we must be confident about what is different and special about our borough, building on our strengths and recognising—and mitigating—our vulnerabilities.

To say our economy has had a tumultuous few years is an understatement. Prolonged Brexit negotiations leading to economic uncertainty and slowing European workers into London, a multi-year pandemic that halted the economy and affected households everywhere, wars around the world are causing resource shortages and unrest, and runaway inflation and costs of living and doing business have held back our economy.

With the change in government, economic growth has rightly returned to the national agenda, but as the climate crisis intensifies with each season, the pursuit of growth by any means must give way to working within the planet’s limits.

The change to a national Labour government means that local, London-wide and central politics are aligned for the first time in 14 years, but it will take time for manifesto policies and pledges can be actioned that can unlock opportunities that could affect London and Lewisham.

It can be difficult to know how to respond to these circumstances, especially when the causes go far beyond what Lewisham alone can address.

For its part, Lewisham needs to prioritise and cultivate resilient and sustainable economic growth—shaping and cultivating an economy that creates economic opportunities for local people and businesses, safeguards a good standard of living, and champions decarbonisation. Lewisham has plenty of strengths and assets to build on in this regard, as this document sets out.

PRD developed Inclusive Economy Lewisham with Lewisham Council and local stakeholders from summer 2023 to summer 2024. It provides an economic vision for Lewisham for the next few years. It sets an overall vision with themes and geographies around which to focus our actions (Chapter 2).

The plan contains actions covering a roughly five-year period (Chapter 3), which can draw on economy-related interventions from other council policies and

projects together with new interventions bespoke to this document.

Our approach has been informed by an evidence base, which is provided as a separate companion document, as well as engagement sessions with Lewisham Council and external stakeholders. The evidence base is intended to help provoke discussion about how the economy should change in the future and what steps are needed to get there. It is a useful document to read as it sets the context for Inclusive Economy Lewisham. Headlines from the evidence base are provided in Chapter 1.

Our approach has been and will continue to be partnership-driven. Lewisham Council will be responsible for delivering the strategy with input from external partners.

It will harness the wealth of experience of Partnership members and their appetite to lead and contribute to change in the economy.

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ABOUT LEWISHAM

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Planning for a growing, inclusive economy begins with understanding and building on what is special and different about our borough.

Capitalising on Lewisham's key characteristics

Fulfilling Lewisham's economic potential means identifying, upholding and building on what is special about our borough.

The following characteristics have been identified by gathering evidence and considering the feedback from residents and businesses on what they value about Lewisham's economy.

Diverse, loyal communities

People from a wide range of backgrounds live, study, work, and run businesses in Lewisham; nearly 100 different languages are spoken throughout the borough. Many people are proud of Lewisham's diversity, openness, creativity, spaces for socialising, green spaces, and independent town centres. People also see potential for improvement, such as by widening options for nightlife, new independent businesses, and social spaces and securing greater access to jobs and training opportunities.

People-oriented ambitions

Lewisham Council has already taken steps to change its own working practices for the benefit of local people and businesses, such as by adjusting procurement policy to favour local suppliers and in-housing council services like Lewisham Homes.

Through Inclusive Economy Lewisham, the council can

consolidate and expand these activities, showing leadership for other major employers to emulate.

Proactive council partners

Many of Lewisham's institutions (e.g. health services, educators, housing providers) and major employers—which comprise the borough's Local Strategic Partnership—are interested in or committed to helping the council deliver the economic goals as voiced through this plan. These organisations cover a range of industries, from housing to development to academia to business and enterprise; and operate throughout the borough. Lewisham also has several experienced and engaged affordable workspace operators, who provide employment or creative space for a largely local tenant base at rates that help new or small businesses sustain themselves.

An independent, creative nature

Lewisham's town centres have high proportions of independent businesses and high proportions of ownership among racialised groups, while micro-enterprises of fewer than 10 employees comprise more of its business base than almost anywhere else in London.

People are proud of their local independent amenities, which include flourishing creative and cultural

institutions such as the Albany, Catford Community Cinema and Broadway Theatre as well as social enterprises like Ignition Brewery and the Circle Collective. And, after showcasing a breadth of cultural offerings during Lewisham's run as London Borough of Culture in 2022, there is momentum for continuing to platform work from Lewisham creative organisations and individuals.

Positioned for the best of London

Geographically, statutorily, and statistically (as per the London Government Act and ONS definitions), Lewisham is an inner London borough, and it benefits from good direct connections to the inner London economy via London Bridge, Cannon Street, and Canary Wharf. Economically, however, Lewisham has more in common with outer London, with a high proportion of residents travelling outside the borough for work, lower house prices than its inner neighbours, and neighbourhoods attractive to families with school-aged children. Lewisham is well-placed to enable a good quality of life by providing access to inner London's economic opportunities as well as local and London-based social and cultural amenities.

Building our plan for action on good evidence

We need to build our shared ambitions and plans on a foundation of good evidence. To support our actions, PRD developed a robust, current and comprehensive economic evidence base for Lewisham.

Lewisham's economic evidence base is summarised below and can be read in full as a separate document.

This evidence base will serve as an important resource for the Council and partners, both for this endeavour and other LSP activities. It was structured around three topics:

- **Economy & people:** including the sectors that make up the economy; where people travel to and from for work and working from home; commercial space for running a business; resident qualifications
- **Economy & planet:** including economy-based emissions; waste flow; commercial stock energy performance
- **Economy & prosperity:** including worker and resident job pay and quality; access to town centres, transport, and amenities; neighbourhoods facing specific social or economic challenges

The main strengths and challenges for the borough are listed here to set the scene for our planned

actions.

Strengths

- Lewisham has good connections into central London for people to benefit from its economy (notably, its higher-paid jobs) and amenities. Around 80% of residents work outside of Lewisham.
- Lewisham has one of London's most highly-qualified populations. 62% of residents have a Level 4+ qualification, behind only Islington, Hackney, and Lambeth.
- Nearly 100 global languages are spoken throughout the borough.
- Surveys of local businesses indicate respondents are positive about the borough as a place to work and trade, both now and in the future.
- 30% or more working residents along the Brockley-Sydenham corridor, Lewisham, and Blackheath are likely able to work from home, given their census-reported occupations, which can have positive benefits for nearby town centres.
- Lewisham has one of London's highest proportions of micro-sized businesses (<10 employees).
- Lewisham's town centres have high proportions of

independent businesses; Deptford in particular has one of the highest proportions in all of London. They provide a broad range of amenities and services and generally serve local catchments, with most places attracting visitors from within 5 km.

- Over the past five years, there has been an increase in recreation and hospitality jobs and businesses, which often relate to leisure and social spaces that make places more vibrant and give people opportunities to socialise.
- During the pandemic, spending in most town centres bounced back to pre-pandemic levels within a couple months of reopening from 2021 lockdown.

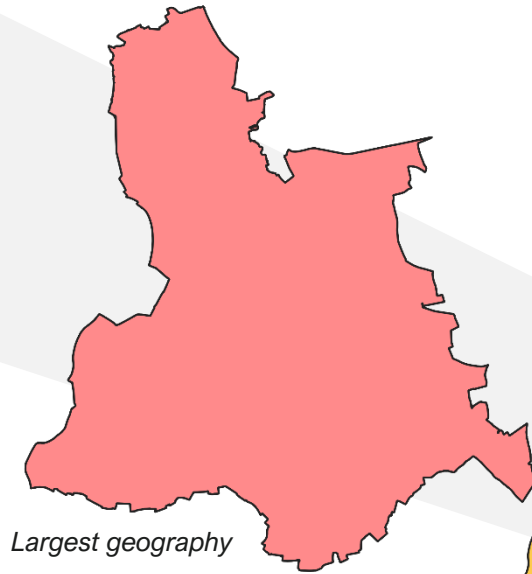
Building our plan for action on good evidence

Challenges

- Surveys of high street businesses indicate respondents are reluctant to hire in the current economic climate.
- Although Lewisham has low unemployment among residents, there are a growing number of people in work who are long-term sick; low unemployment may also be hiding underemployment.
- Ultrafast broadband availability is poor around Brockley, Ladywell, Honor Oak, and Bellingham, which may be a barrier to home working/enterprise and business starts.
- Lewisham has a low amount of commercial floorspace compared to other London boroughs and has had a net loss of space in the last 10 years due to losses in industrial and office space.
- As a further blow to the borough's commercial space, a substantial amount will need retrofitting now (around 6% of floorspace) or in the near future (an additional 33%) to meet energy efficiency standards and remain lettable. Cultural, industrial, office, and restaurant spaces are especially at risk of falling foul of energy efficiency regulations.
- Around 6% of Lewisham's jobs are in carbon-intensive sectors, largely construction, transport, and manufacturing. These are also sectors that will need the greatest level of reskilling to decarbonise and adapt towards net zero and have high proportions of black, Asian, and minority ethnic workers. Reskilling needs to be accessible to all groups to ensure a just transition.
- As of 2018, a surveyed sample of Lewisham's businesses indicated that only 11% used local suppliers and less than half used suppliers in London or the southeast. Surveys from 2023 similarly found only 9% of town centre businesses using local suppliers.
- Furthermore, business surveys indicate little initiative or ability among owners to improve energy efficiency or decarbonise business operations.
- Despite a high level of recovery of Lewisham's waste, only 39% of it is recovered locally, with the rest being transported elsewhere in London or outside the city entirely.
- Workers in Lewisham have lower median gross annual earnings than those in other inner London boroughs and those in other southeast London boroughs.
- Although the proportion of jobs that pay at least the London Living Wage is increasing, so too is the proportion of jobs that are low-paid, especially compared to inner London and southeast London boroughs.
- While the growing recreation and hospitality sectors may be beneficial for vibrancy, they tend to offer low-paying and insecure work.
- Residents in Lewisham have lower median gross annual earnings than those in other inner London boroughs and those in other southeast London boroughs.
- 15.6% of residents are in low-paid work, which aside from Hackney is the highest proportion of low-paid residents of inner London boroughs.
- 13.5% of residents are more than a 15 minute walk from a town centre, particularly in Downham, the Perrys, and smaller pockets on the borough fringes. These areas also have poor public transport accessibility and tend to align with areas at risk of food insecurity.

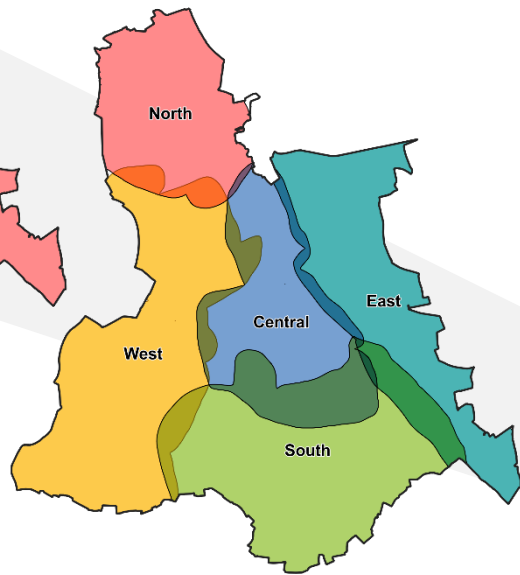
Building our plan for action on good evidence

Whole borough



Largest geography

Five local plan areas

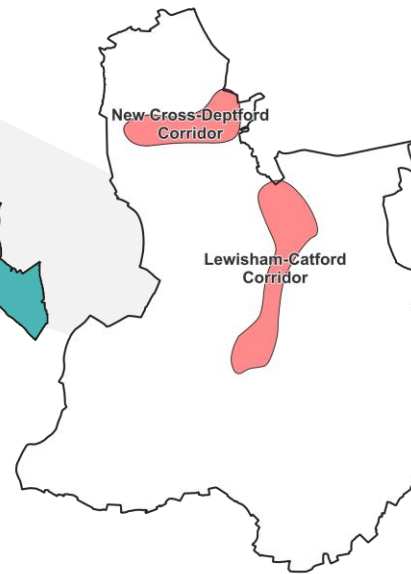


Our forthcoming Local Plan reviews Lewisham in terms of five overarching areas (north, west, south, east, central) and designates several town centres throughout the borough. Our designated town centres, along with our smaller high streets, are strongly associated with the vitality of Lewisham's economy. It is important that our strategy acknowledges the unique characteristics of these places and supports their growth as places for work, leisure, socialising, and learning in ways that build on their strengths, respond to local needs and enable economic opportunities.

Our evidence shows that opportunities and challenges are not distributed equally throughout the borough: some residents face more barriers to accessing and benefitting from the economy than others. In delivering our economic strategy, we will be mindful of where investment and activities may be most relevant, most needed, or have the most impact. Some actions might be relevant across the whole borough, while others will be most effectively targeted to specific town centres or other geographies.

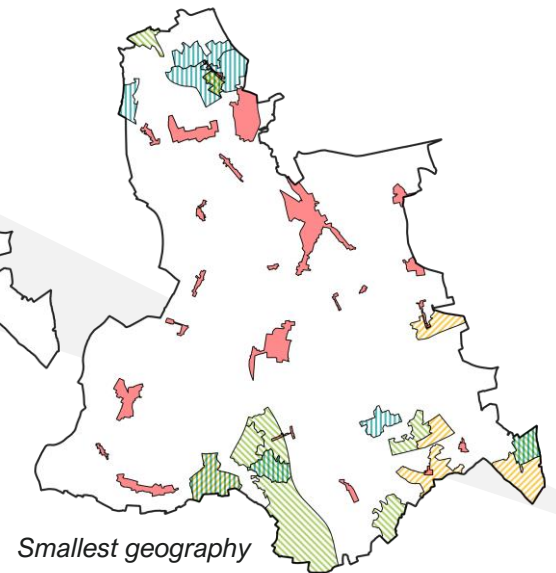
Main economic corridors

Including New Cross/Deptford Creative Enterprise Zone



Local places

Including town centres (pink) & areas facing multiple, acute prosperity and inclusion challenges (green/blue/yellow hashed areas)



Smallest geography



ecinnelloides
adagascar.

pratoceoris



cephalus
Africa

tosoma

utula
Africa

transversa
Africa

lanops

omedarius
Africa

hyplatys



lipes
Africa



T. lienola
(Gars) Fab.
Malayana & Polynesia



Blue Plant Bug.
(Calleida purpurea)
Caught in the Island
of Elephanta off
Bombay
by Mr F. John Horniman.
December 5th 1894.

Genus
Calleida



malayana



C. comes var. Fab.
W. Africa

Famil
Halysididae

Genus
Atelocera



A. serrata H.S.
W. Africa

Genus
agonoseelis



A. rutula Fab
Torres Strait

Genus
Halys



Iygoplarys



I. validus Deb
Borneo

Genus
Tessara Loma



T. aethiops
W. Africa Dist.

Horniman Museum, Forest Hill
Horniman antique bug collection by Andrew Moore (CC-BY-SA)

Tackling inequality and recognising the diversity in how our residents experience the economy

We know economic opportunities and outcomes are not accessed or experienced equally by all our residents. It is unacceptable that inequalities—whether of class, race, disability, gender, or other characteristics—exist in Lewisham, London and nationally. Our vision for Lewisham’s economy is a just one, where every resident can achieve their potential regardless of their background.

The challenges we face

Our evidence base uncovered barriers to prosperity such as those affecting:

- **People:** racial disproportionality in qualification levels; young people more likely to do insecure gig economy work; young people and women more affected by automation; across London, lower access to ‘green’ businesses among women and racialised groups; workers and residents in essential services being more to experience job insecurity
- **Businesses:** limited locations for enterprise in the south, where deprivation tends to be higher; limited ultrafast broadband availability in some parts of the borough; across London, sectors

requiring urgent reskilling for decarbonisation being ones with high proportions of racialised workers (and risk of them being left behind if not retrained)

- **Places:** residents in more deprived areas lacking access to town centres and economic opportunities; food insecurity affecting areas in the southeast and New Cross, where households tend to be poorer; people living in the southeast and New Cross being more likely to experience ill health and poverty

The above is not exhaustive, but a sample of things we need to address.

What we are already doing

Tackling inequality is one of Lewisham Council’s key priorities. It is at the heart of our Corporate Strategy and is fundamental to all the work we do.

- Lewisham Disabled People’s Commission was established in December 2019 to research and report on barriers affecting deaf and disabled adults who live or work within the borough. The report was published at the Council’s AGM on 29 March 2023.
- Lewisham Council has formally adopted a human rights-based approach to how it operates, including

committing to the UN Convention on the Rights of People with Disabilities. The Council uses this and the social model of disability to inform all aspects of its work. This is applied with an active commitment to ‘nothing about us without us’: co-production with deaf and disabled people in service and policy design and commissioning.

- Lewisham was also the first Borough of Sanctuary in 2021. We are an open and welcoming borough. To make this commitment real, we helped create the Lewisham Migration Forum, which comprises local organisations providing services and support to migrants. We will continue to welcome vulnerable refugee families, ensuring they can rebuild and prosper in Lewisham and access economic opportunities in the borough and beyond.

Tackling inequality and recognising the diversity in how our residents experience the economy

What we plan to do next

Activities undertaken as part of Inclusive Economy Lewisham will be subject to regular Equalities Impact Reviews to help us ensure that our vision and the actions we take in its service benefit all residents and tackle the inequalities faced by disadvantaged groups.

We will be proactive towards our Equalities Duties, using the Fairer Lewisham Duty to consider protected characteristics when implementing any actions identified in this plan.

The council's Equalities Analysis Assessment Toolkit provides us with a systematic way of analysing our policies and this includes our vision for Lewisham's economy.

In funding, designing and commissioning actions emerging from this vision, the council will apply an intersectional approach. We will recognise the expertise and lived experience of organisations and movements that reflect the breadth of our communities and prioritise building trust and working with local, representative organisations closest to the ground to lead on project design and implementation.

2

OUR VISION, THEMES & AIMS

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Our vision is...

**to grow an ambitious, unique,
resilient and authentic economy**

What we mean when we say...

“Grow”

The end goal of growing our economy is to capture more wealth and build a better quality of life for people who live and work in Lewisham. It requires helping our businesses and workers become more productive through new tools, infrastructure, and processes; creating more high-quality jobs in the borough; and giving people skills and space to progress and innovate.

Lewisham has a relatively small economy compared to other London boroughs, but we have the ingredients to grow: a highly enterprising and educated population, engaged anchor institutions, great transport connections, and an enviable position at the cusp of inner and outer London.

Growth will mean developing sectors already established in the borough and nurturing new sectors and opportunities that are emerging.

“Ambitious”

Lewisham Council officers and councillors are aware of Lewisham’s strengths as well as its enormous potential for growth and prosperity, and we are driven to transform that potential into real-world activities and outcomes that build a stronger, more inclusive economy.

We know that our residents, workers, and businesses see this potential too and have high standards for the

sort of place Lewisham should be: one that provides economic opportunities and helps all residents access them, one that supports people to achieve their goals, and one that places the independent, creative, and social enterprise businesses at the core of the borough’s identity.

As we achieve our goals, we will continue to develop our ambitions so we are always improving and looking to the future.

“Unique”

At the start of this document, we noted a high level of pride from all corners in the borough’s independent, creative, diverse and socially-minded identity. We highlighted opportunities afforded by being geographically inner London but economically outer London, our scores of highly-motivated anchor and partner institutions, and our educated and global residents.

Our mix of assets makes us different to other London boroughs and means our approach to the economy will not, or cannot, be the same as elsewhere. We are confident in being different and we will build positively on the things that make Lewisham unique.

“Resilient”

Resilience means our residents and workers have the confidence to face economic challenges and take on new opportunities to learn, work, volunteer, socialise,

and create. It is underpinned by secure, well-paid jobs and access to services and amenities that support wellbeing.

Resilience means our businesses have the certainty, investment, and income they need to thrive and create high-quality new jobs. It is underpinned by business support, quality workspaces, and strong networks.

Resilience means that our economy operates within planetary limits. This will require rapidly decarbonising our economy, but brings immense opportunities for new industries, jobs, businesses, and training programmes.

Building greater resilience throughout our communities and economic operations will help us weather future challenges and crises.

“Authentic”

Inclusive Economy Lewisham will build on, and indeed relies on, all the things that make Lewisham special. We will achieve our ambitions more effectively where they align with our strengths. We will remain unique when we uphold and build on what makes Lewisham special as our economy changes. We will become more resilient when we focus our economy on the needs of people and the environment. The foundation of our approach to our economy will be the characteristics that make Lewisham *Lewisham*.

We will get there by...

**working with our partners to create
the conditions for skills, resources,
and income to grow within and
circulate throughout Lewisham**

Our influence and how we can reach our objectives

Our approach builds on open and honest planning and discussions about what the council can and can't do. We need to be both ambitious and pragmatic in planning delivery with certainty.

Lewisham Council will have ultimate responsibility for the action plan, which intersects with a broad range of its wider policies, strategies and projects.

The council has a variety of tools at its disposal to work towards the strategy objectives, which can enable external partners to assist us and amplify our outcomes. We will focus on doing a manageable number of things really well and aligning and coordinating resources and actions (as illustrated in the graphic) to achieve more.

Lewisham Council can...

- ✓ Use **planning processes and planning policies** to encourage and guide good development that will support successful, inclusive places
- ✓ **Access funding** to deliver specific interventions
- ✓ Use **procurement** to support Lewisham businesses and workers
- ✓ Develop **strategies** to clarify the council's ambitions and objectives, setting a standard for others to align with and deliver against
- ✓ Set up or adapt **services** to support residents and businesses to thrive
- ✓ Use council **property** to support local businesses, community organisations, culture and creative activities, and other socially beneficial activities
- ✓ Build **partnerships and engagement channels** to collect feedback and act on challenges and opportunities in a way that makes good use of Lewisham's stakeholder strengths and resources
- ✓ **Promote** Lewisham to and raising its profile with potential investors, developers, and businesses

Why a coordinated, partnered approach is so important to Lewisham's success

The council can't do it alone

Like other local authorities, Lewisham Council has experienced significant cuts for more than a decade that limit its ability to achieve all its objectives for Lewisham's economy alone.

While Lewisham Council will play a core role in stewarding the development, delivery and monitoring of the action plan, active involvement of and collaboration with partners and stakeholders is key to its success.

Local authority 'spending power'—the amount of money authorities have to spend from government grants, council tax and business rates fell by 17.5% between 2009/10 and 2019/20, before partially recovering. However, in 2021/22 it was still 10.2% below 2009/10 levels.¹

Lewisham Council's assets can help support change

The council's General Fund income is principally formed of the following:

- **Government:** Settlement Funding Assessment (SFA) which is made up of Revenue Support Grant (RSG) and Baseline Funding Level
- **Local taxpayers:** through Council Tax and a

proportion of Business Rates

- **Local service users:** Through fees and charges
- **Specific grants:** such as Public Health Grant (PHG), Social Care Grant (SCS) and improved Better Care Fund (IBCF), Levelling Up Funding, or GLA-funded programmes

The council also has opportunities to use its own assets and spaces to support inclusive economic activities. It can directly influence development in the borough to build affordable workspaces through the planning system and S106 obligations.

Through the Catford Regeneration Partnership, a council-owned company, Lewisham Council is also able to directly participate in securing, re-purposing and developing assets throughout Catford town centre.

Partners bring access to wider opportunities

Partners and stakeholders who are part of the LSP (and beyond) can access and harness a wider body of resources and activities than the council alone.

They are also able to communicate with service users and residents in different ways, which will enable more and better opportunities for Lewisham's residents and businesses to engage positively with the

economy and to fulfil their potential.

For example:

- Deployment of the Adult Education Budget (AEB), which funds qualifications and programmes for learners aged 19+
- Deployment of the Apprenticeship Levy entitlement for various organisations
- Working with housing associations to improve access to support, services and opportunities for their residents
- Working with businesses and umbrella groups to support workforce development
- Working with social enterprises and not for profits to ensure more and better opportunities reach priority groups

We will start to deliver our vision by building on Lewisham's positive momentum

We want to achieve our vision based on inclusive economy principles: by working with others to create the conditions for skills, resources, and income to grow, stay, and circulate throughout Lewisham.

An inclusive economy is one with:

- Jobs that provide a good standard of living
- Routes into good jobs for everyone
- Resilient businesses that can sustain themselves or grow
- A minimum standard of prosperity and wellbeing for all residents
- Respect for our environment and its limits

Achieving an inclusive economy is about securing quality jobs and stable businesses rather than simply boosting their numbers and it is about actively directing investment and energy towards social outcomes rather than passively hoping for any redistribution from economic growth.

The economic growth we are seeking for Lewisham therefore needs to serve its residents, workers, businesses, and environment.

The council has already embarked on several inclusive economy initiatives and will continue to build on

these, as well as develop new ideas, as part of this economic action plan.

Strategic Partnership

The 2017 Lewisham Poverty Commission's report recommendations highlighted the crucial role major institutions, such as the council, health services, and education providers, can play in tackling poverty. In 2018 we started working together as the Lewisham Deal to tackle modern poverty. In 2022, this group expanded as the Lewisham Strategic Partnership, or LSP. The LSP can help Lewisham Council access wider knowledge and resources to deliver this strategy through coordinated planning and action with these key partners.

Procurement

The Lewisham Deal partners agreed to ensure that local businesses have the opportunity to secure contracts with the partners, thereby keeping their procurement spending within Lewisham, where possible.

The council is continuing to source goods and services locally and using our sustainable procurement policy to keep wealth in the borough and strengthen local supply chains. Research by Tussell and LocalGov found that Lewisham (including Lewisham Homes) came top

in the Local Government Procurement Index for regional (i.e. in London) spend, and the council's own research suggests a spend of £74m in 2022-23 within the borough itself.

Fair employment, just labour markets, and future skills

The Lewisham Deal partners committed to working together to provide high quality apprenticeship opportunities. We continue to use our influence as major employers to create sustainable jobs, pay and promote the London Living Wage, and create apprenticeships and training opportunities within the borough.

Socially productive use of land and assets

We are identifying where land and buildings can be used to stimulate the local economy and create space for enterprise and the social amenities. Lewisham's recent Affordable Workspace Strategy demonstrated our commitment to making the best use of space across the borough to support our start-ups and growing businesses.

We will start to deliver our vision by building on Lewisham's positive momentum

Intentional support for SMEs and the VCSE sector

We are explicitly supporting and seeking to diversify our small and medium enterprises and our voluntary, community, and social enterprise sector to create resilience in the local economy.

Lewisham Council and Goldsmiths have developed a number of programmes to support local businesses, including the Creative Enterprise Zone. Across the LSP we are using social value policies to support the VCSE sector.

In 2022, Lewisham Council took the top award in the COVID-19 Support and Recovery category of the Federation of Small Businesses' nationwide local government awards. The award recognised the council's 'Lewisham Backs Business' campaign which supported more than 21,000 businesses through the pandemic.

Inward investment

We are positioning Lewisham as a destination for business, tourism and investment and harnessing investment to build local wealth.

As London Borough of Culture 2022, we showed the capital what we have to offer and established ourselves as a destination for living, working, visiting, and investment. A borough that has always prided

itself on its people, its history and its heritage, we are ready to face the future and begin the latest chapter in our story.

We have also secured money from the Levelling Up Fund to improve our high streets and make Lewisham a more attractive place for residents and businesses.

Just transition

In 2019 Lewisham was one of the first local authorities in London to declare a climate emergency. Our Climate Emergency Action Plan was agreed by Mayor and Cabinet in 2020 and sets out our ambition for the borough of Lewisham to be carbon neutral by 2030. Since then, Lewisham Council has also signed up to the UK100 Net Zero Local Leadership Pledge, alongside over 40 other local leaders, to reach zero carbon before national government.

As part of the Better Placed committee, we have also analysed the jobs and skills needed to reposition the construction industry so it can meet the challenge of constructing net zero buildings and retrofitting existing ones.

We are ready to harness the potential of the green economy and access the global opportunities this will present.

Key themes to structure our action plan

We have developed a set of themes to help structure our action plan. These themes set clear aims against key areas of challenge, opportunity or collective ambition around which our actions and responses naturally cluster.

The updated economic evidence base, combined with previous work by CAG in 2018 and LSBU in 2023 as well as stakeholder engagement throughout the development of this action plan, revealed opportunities for Lewisham's economy.

It also underscored that the economy and the way people experience it varies across Lewisham, with some places experiencing better access to opportunities, amenities, and services—and overall prosperity—than others.

For example, the busy, well-connected, and established economic corridors of New Cross/Deptford and Lewisham/Catford function face a different set of challenges to the low-density and somewhat cut-off residential neighbourhoods in the south of the borough.

That means a one-size-fits-all action plan is unlikely to implement impactful local change. The most effective actions might differ from one place to the next, or some places might be better suited to certain initiatives than others.





Ladywell Fields & Lewisham Hospital



OUR MEASURES OF SUCCESS

OPTIONAL INFO ABOUT CHAPTER E.G. CONTENTS

How we will measure the success of our strategy and progress towards our aims

We have determined 10 overall measures of success for our strategy and progress towards our aims. The indicators have been carefully selected, taking account of:

- **Measurability:** Data exists for each indicator, is accessible to the council and updated frequently enough to be useful
- **Achievability:** Targets are realistic given the current economic and political contexts, both locally and nationally; the number of targets is realistic to track annually
- **Relevance:** The indicators clearly relate to our aims/each aim will align with at least one measure of success

The measures of success and targets cover a five-year period to 2029. Progress against these indicators will be reported on an annual basis.

Notes & caveats

- While supplying organisations like ONS are careful to check data quality and include margins of errors, the fact remains that most data we are using to track success come from estimates, and it is therefore not uncommon to see slight fluctuations year on year—for example, an estimate of 500 jobs in a sector in year 1, 480 jobs in year 2, 500 jobs in year 3. In this example, we would need to use our own knowledge and judgment about the sector in question to determine whether this change in jobs warrants further investigation or action.
- ‘Green economy’ as a sector is currently not defined or definable using openly available data, as the Standard Industrial Classification system ONS uses is not equipped to differentiate organisations focused on activities such as ‘green’ product manufacturing or installation. The ONS is working on ways of estimating ‘green jobs’, but currently only produces data at the national level. This may change in the future in response to demand for local-level statistics. [More information is available here.](#)

The changes we want to see, key measures and targets

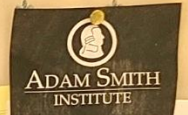
	Change we want to see	August 2024 baseline figure	Targets									
1	Reduction of the difference in individual median income between residents of Lewisham and other Inner London boroughs	Difference of 9.7% or £74 per week for full-time workers, based on Lewisham median weekly income of £760 and inner London* median weekly income of £834	Reduce income difference by 1 percentage points a year, or 5pp over five years									
2	Increase in the proportion of residents earning at least London Living Wage	85%	Increase by 1 percentage point each year, or 5pp over five years									
3	Reduction in economic inactivity	20.8% (year to March 2024)	Reduce by 1 percentage point each year, or 5pp over five years									
4	Increase in the employment rate	75.5% (year to March 2024)	Increase by 0.6 percentage points each year, or 3pp over five years									
5	Increase in the number of small and medium size enterprises as a proportion of our business base	Microbusinesses (<10 employees): 94.1% SMEs (10 to 249 employees): 5.8%	Microbusinesses: decrease by 0.82 percentage points each year, comprising 90% of businesses after five years SMEs: increase by 0.84pp each year, comprising 10% of businesses after five years									
6	Increase in the amount of affordable workspace in the borough	35,000m ² over 40 sites and 27 operators	Increase floorspace by 25% over five years									
7	Increase in the daily average number of visitors to town centres, focusing on Deptford, Lewisham and Catford	<table border="1"> <tbody> <tr> <td>Deptford</td> <td>Day: 3470</td> <td>Eve: 2906</td> </tr> <tr> <td>Lewisham</td> <td>Day: 8269</td> <td>Eve: 4483</td> </tr> <tr> <td>Catford</td> <td>Day: 2803</td> <td>Eve: 1899</td> </tr> </tbody> </table> <p><i>n.b. baseline data from 1 March to 31 May 2024</i></p>	Deptford	Day: 3470	Eve: 2906	Lewisham	Day: 8269	Eve: 4483	Catford	Day: 2803	Eve: 1899	Daytime (12 to 3 pm): increase of 5% each year Evening & night-time (6 to 9 pm): increase of 2% each year
Deptford	Day: 3470	Eve: 2906										
Lewisham	Day: 8269	Eve: 4483										
Catford	Day: 2803	Eve: 1899										
8	Increase in the number of jobs based in the borough	70,000	Increase by 1000 each year									

* There are various geographical definitions of 'Inner London'; this is based on the ONS definition

The changes we want to see, key measures and targets

Change we want to see		August 2024 baseline figures & targets					
		<i>n.b. jobs data from autumn 2022; business data from spring 2023</i>					
9	Increase in the number of businesses in key sectors	Sector	Current # businesses	Five-year target (%)	New businesses each year	New businesses over five years	Total businesses after five years
		Creative & cultural	2260	10%	45	225	2485
		Green economy		50%			
		Digital	1265	20%	50	250	1515
		Health	295	15%	10	45	340
		Education	210	14%	5	30	240
		Night-time economy	1785	20%	70	350	2135
10	Increase in the number of jobs in key sectors	Sector	Current # jobs	Five-year target (%)	New jobs each year	New jobs over five years	Total jobs after five years
		Creative & cultural	3800	10%	76	380	4180
		Green economy		50%			
		Digital	2000	20%	80	400	2400
		Health	13000	20%	520	2600	15600
		Education	12000	15%	360	1800	13800
		Night-time economy	14000	20%	560	2800	16800

NEOLIBERALISM



THE CHILEAN ECONOMIC MIRACLE
A small intellectual unit headed by Friedrich Hayek and Milton Friedman...
The so-called 'Chicago School' of thought...
These ideas were spread by Chilean dictatorships...
The power of the market, Milton Friedman, an economist...
The 'Chicago School'...
The 'Chicago School'...



NEOLIBERALISM AND THE MILITARY PUNISH
The 'Chicago School' of thought...
The 'Chicago School'...

AN ECONOMIC MIRACLE
The 'Chicago School' of thought...
The 'Chicago School'...

CHALLENGES
Neoliberalism's...
Neoliberalism's...

POORAY FOR MARGARET THATCHER
If America's...
If America's...

Newsweek

"Chile is an economic miracle"



THE CHINESE ECONOMIC MIRACLE
The 'Chicago School' of thought...
The 'Chicago School'...

THE CHINESE ECONOMIC MIRACLE
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THE CHINESE ECONOMIC MIRACLE
The 'Chicago School' of thought...
The 'Chicago School'...



LEADERSHIP SECRETS OF ATILA THE HUN

4

OUR ACTION PLAN

OPTIONAL INFO ABOUT CHAPTER E.G. CONTENTS

Structure of our action plan

Our action plan is based around the four themes outlined in Chapter 2: enterprise and creativity, decarbonisation, young people, and prosperity.

For each **theme and aim (1)**, we have set four broad **objectives (2)**, or high-level commitments to deliver positive change over the next five years. Each action is associated with a menu of **ideas (3)** to help achieve it (some cutting across other objectives) as well as outcomes which align to the overall vision.

The objectives are purposefully broad because:

- We need to create time to learn and build capacity to work effectively in a partnered way
- It is not effective or practical to immediately schedule all the potential ideas over the next five years

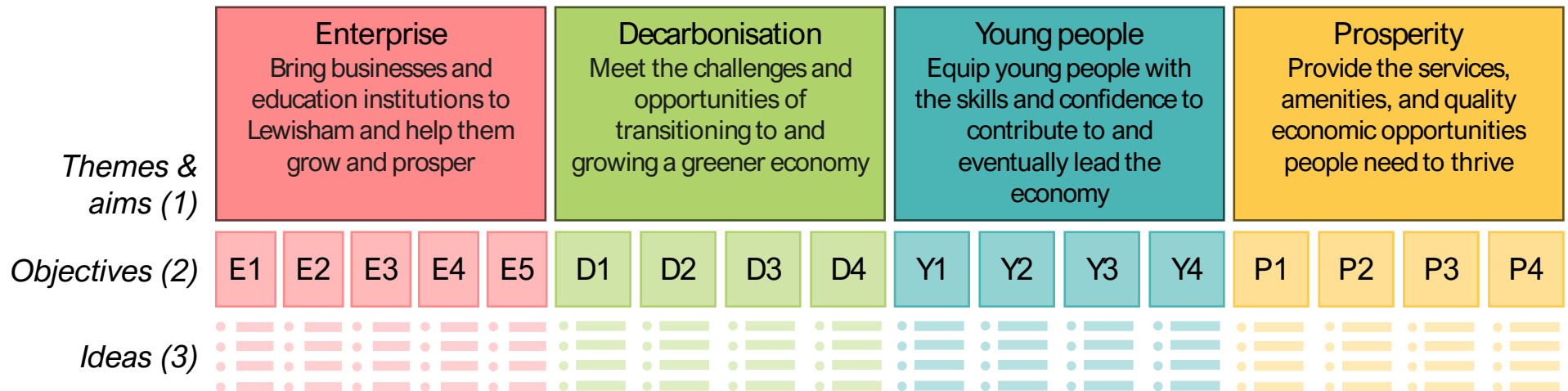
We therefore need to be agile in how we choose, deliver, measure and learn from the various opportunities to act and intervention ideas.

Our action plan has been shaped through structured, collaborative planning, which will also be the hallmark

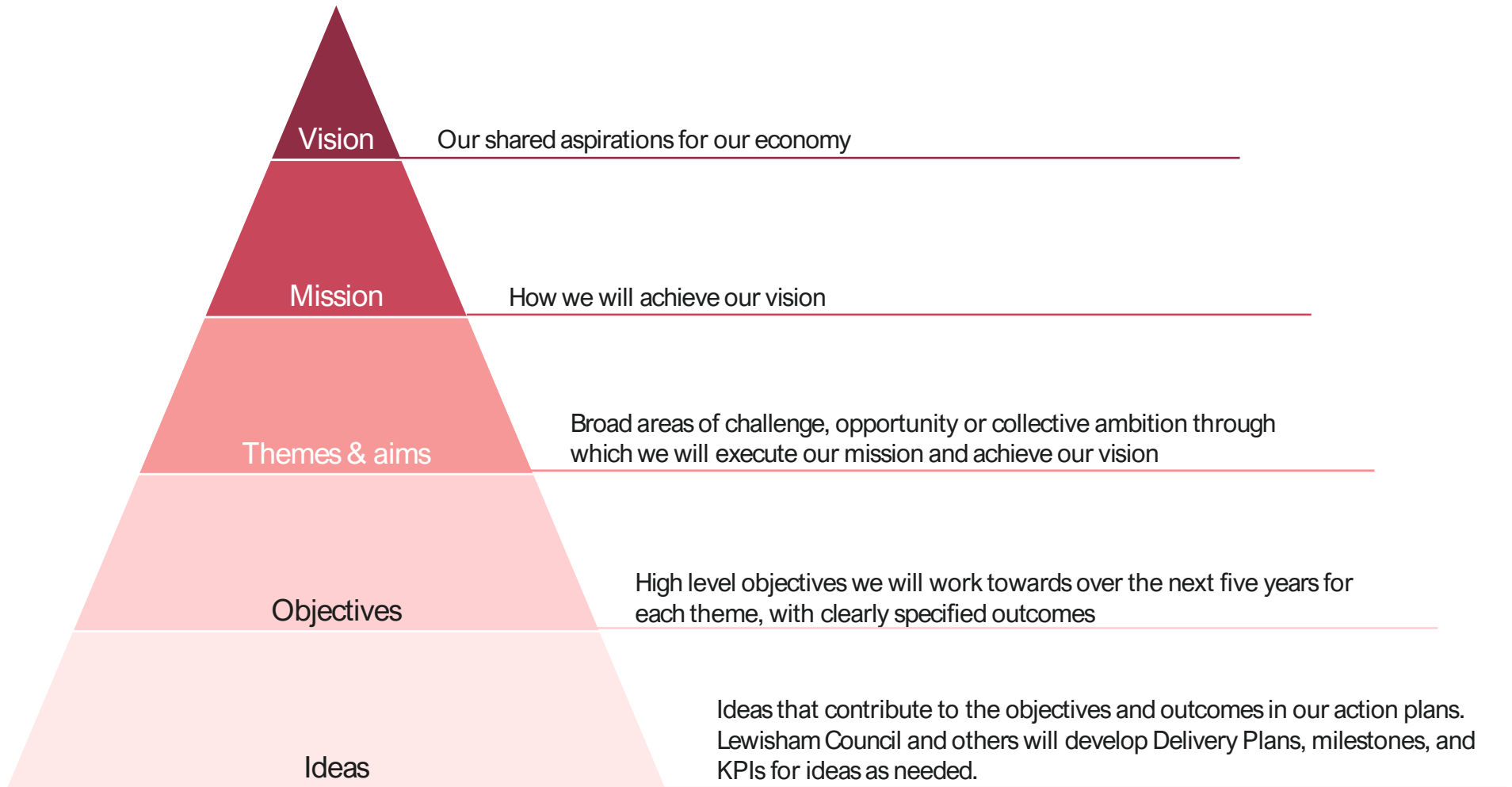
of our approach to delivery.

The next step will be for Lewisham Council to identify the priority ideas and create Delivery Plans for each, which could include milestones, Key Performance Indicators (KPIs), and equalities considerations.

The longer list of ideas can be addressed over the five-year period of our Action Plan, but we reserve the right to review and rescope this list as we progress. We will undertake an annual review of objectives to adapt to new circumstances and priorities.



How our vision drives our actions





Enterprise: objectives & outcomes

Aim: Bring businesses and education institutions to Lewisham and help them grow and prosper

Objectives

E1: Make Lewisham a great place for education and learning

We will support Lewisham's further and higher education institutions and seek to create new state of the art learning facilities, creating local jobs and equipping people with practical skills that can contribute to our economy and our communities.

E2: Safeguard and create affordable space for enterprise

We will ensure affordable workspace is available for businesses that need it, including new businesses, those from target growth sectors, creative industries, and social enterprises.

E3: Support creative and cultural activities

We will sustain and grow our Creative Enterprise Zone and build on the legacy of our year as Borough of Culture to maintain access to creative activities throughout Lewisham.

E4: Promote Lewisham as a business destination and foster local business networks

We will use Lewisham's infrastructure, location, assets and local spirit to promote the borough as a great place to start and run a business—and we will connect our businesses so they can learn from one another and build stronger local supply chains and knowledge sharing channels.

E5: Nurture new and important sectors

We will create the conditions for businesses in health, education, digital, green industries, creative and cultural industries, and night-time to start up and scale up in Lewisham.

Enterprise: objectives & outcomes

Aim: Bring businesses and education institutions to Lewisham and help them grow and prosper

Objective	Outcome(s)	Who's involved	Geographies	Links
E1: Make Lewisham a great place for education and learning	People have more education and training options locally; knowledge sector jobs increased; new connections with Lewisham's sectors/industries forged	FE and HE institutions, CEZ, FSB	Town centres	E3, E4, E5, Y1, P2
E2: Safeguard and create affordable space for enterprise	New businesses, target sectors, social enterprises, and creative industries able to embed and grow in Lewisham; Lewisham an attractive place for business through high-quality workspace	Workspace Forum, developers	Town centres (particularly Catford TC), CEZ	E3, E4, E5, D1, D2
E3: Support creative and cultural activities	One of London's core creative hubs sustained and grown; opportunities to engage with creative and cultural activities expanded beyond the CEZ; new jobs created	CEZ, GLA, Cultural Partnership, LBL Culture Strategy team, creative businesses	CEZ, Lewisham TC, Catford TC, Forest Hill TC	E4, E5, D2, Y2, P3
E4: Promote Lewisham as a business destination and foster local business networks	More, new, and diverse businesses setting up in and bringing jobs to Lewisham; greater business resilience through mutual support and knowledge sharing; increased use of local supply chains; businesses more embedded in Lewisham economy	Opportunity London, developers (e.g. Landsec, Get Living), LSP, local businesses, Lewisham Business Hub, FSB	Borough, town centres	E2, E3, E5, D3, D2, Y3, P3
E5: Nurture new and important sectors	Greater presence and resilience of key sectors; growth of supply chains linked to key sectors; new jobs created	CEZ, Workspace Forum	Town centres	E3, E4, D4, Y2, P3

Enterprise & creativity: links to evidence base & engagement

E1: Make Lewisham a great place for education and learning

- Lewisham's state schools can further build on great strides in progressing disadvantaged students into post-secondary education and training (around 87% of students in 2019/20)
- Lewisham has a higher concentration of education jobs than London, but could stand to grow its FE and HE jobs and bring more courses linked to key and growing sectors for Lewisham and London
- Research suggests universities and campuses have positive benefits for local economies and communities
- Lewisham, Southwark, and Lambeth have identified a need for new jobs in 'green' building and construction skills to support future development and growth

E2: Safeguard & create affordable space for enterprise

- There is high demand and long waiting lists for affordable workspace. Lewisham has the second highest proportion of 'micro' sized businesses (<10 employees) in London, and they need space to start and grow.
- Lewisham experienced an overall net loss in

commercial floorspace from 2013 to 2022, including -7% in office space and -8.7% in industrial space. The borough has a lower amount of commercial space than neighbouring boroughs and central London.

- Lewisham's business birth rate is usually higher than London overall, but the gap has been closing since the pandemic. New businesses comprise now 14.5% of the total Lewisham and London business bases. Lewisham's three- and five-year business survival rates are around the London average. There is room to do better than average through supported and affordable workspace.
- Lewisham has several commercial spaces with low EPC ratings, which may be expensive and uncomfortable to operate from (see p. 38).

E3: Support creative & cultural activities

- 20% of Lewisham's businesses are in the creative, cultural, and digital sectors, but these sectors account for only 6% of jobs, suggesting there is room for job creation, especially in subsectors with notably high growth and numbers of jobs (e.g. film/tv production, architecture, performing arts, photography, specialised design)
- The Creative Enterprise Zone has around 1/4 (960) of Lewisham's creative, cultural, and digital jobs.

New Cross/Deptford is one of London's most deeply-embedded, well-known and cherished creative areas, anchored by Goldsmith's and long-running artist studios along Deptford Creekside.

E4 and E5 on following page

Enterprise & creativity: links to evidence base & engagement

E4: Promote Lewisham as a business destination & foster local business networks

- 62% of Lewisham’s working-age residents have a Level 4+ qualification, making it one of London’s most educated populations and potential workforces
- Business surveys from 2018 showed a majority of respondents rated Lewisham as a ‘good’ or ‘very good’ place to work and run a business
- The CEZ cluster of creative/cultural businesses may be attractive for its vibrancy and proximity to central London, especially for similar businesses or those in creative supply chains
- Lewisham has more favourable business rates than neighbouring boroughs and central London, which can be a selling point
- A 2018 business survey indicated only 11% of Lewisham-based businesses use suppliers from the borough; a 2023 town centre business survey found only 9% using local suppliers. There is a major opportunity to support local economic growth and reduce economy-based emissions by shifting to local suppliers.
- Lewisham’s three- and five-year business survival rates are around the London average. Stronger

networks for support and knowledge sharing could help Lewisham’s businesses become more resilient.

E5: Nurture new and important sectors

- Education and health are backbones of our economy, employing around 25,000 people. These sectors tend to be dominated by very large public-sector employers, but there is room for growth, such as in businesses linked to health care (medical supply chain, life sciences, medical technology) and higher or further education.
- Jobs in the digital sector have fluctuated in number in recent years, but with support could become a more resilient and growing sector, especially where linking to our Creative Enterprise Zone and the wider, thriving London digital sector.
- Although currently difficult to monitor, ‘green’ jobs are increasingly important for our economy. They can include activities or products like cycle couriering, clean energy production and sales, retrofit construction, zero-waste food and retail, etc. The Better Placed Partnership estimates that Lewisham will need 2,543 FTE tradespeople per year of the Net Zero pathway programme across specialist roles including carpenters, electricians, heating engineers, and more; ‘green’ jobs are

especially important for linking to our decarbonisation activities.

- Lewisham has a large number of jobs—around 14,000—in sectors *associated with* night-time activities (e.g. minicab companies, food and beverage, music venues). However, many of these businesses may be daytime-oriented at the moment (e.g. cafes only open until 5). Our largest town centres—Deptford/New Cross (a current nightlife hub for London), Lewisham, Catford—would especially benefit from support to increase their evening and night-time offer in terms of volume and diversity. This also connects to GLA-level support for safeguarding and enhancing London’s life at night.

Enterprise: potential projects & ideas to support each objective

E1: Make Lewisham a great place for education and learning

- Identify spaces or regeneration projects that could host higher education uses and connect with institutions looking to set up a new London campus/hub
- Linking to D1 and P1, review options for space in the borough that could host a 'green' construction skills training centre
- Help connect existing institutions to local and London employers to create pathways from education to employment

E2: Safeguard & create affordable space for enterprise

- Review council- and privately-owned buildings that can be repurposed for workspace and work with relevant landowners to deliver
- Secure new affordable space through new development and regeneration
- Where workspace is demolished as part of development, ensure it is re-provided in full through planning
- Work with the LSP, especially Phoenix Community Housing, Goldsmiths, and developers to source new buildings for workspace

E3: Support creative & cultural activities

- Continue supporting the Creative Enterprise Zone to increase its activities, reach, and networks, with potential to expand activities towards Lewisham (sits across E3 and E4)
- Identify vacant units or spaces, especially in well-connected town centres, that can be activated quickly for new businesses (sits across E3 and E4)
- Review with Goldsmiths ways of helping students and graduates work or secure workspace in Lewisham
- Support relevant organisations to access business rates exemptions
- Build on Borough of Culture by re-running successful events and supporting organisations to host cultural events throughout Lewisham
- Support intensification/growth of the Forest Hill creative cluster

E4 and E5 on following page

Enterprise: potential projects & ideas to support each objective

E4: Promote Lewisham as a business destination & foster local business networks

- Market Lewisham as a great place to start a business, highlighting the borough's assets and aiming for businesses that share the council's aspirations for retaining local wealth and decarbonising the economy
- Expand Catford's area profile
- Work with Lewisham Hospital to expand specialist industries and suppliers relating to the forthcoming new operating theatre
- Work with developers to use their commercial space to attract new businesses, especially in town centres (particularly Lewisham). This could be in the form of start-up workspace or move-on space for middle-stage/growing businesses, which is badly needed in London.
- Promote interventions undertaken with Levelling Up fund and their outcomes
- Deliver ultrafast broadband in the borough
- Set up a mentorship programme for new businesses to learn from established ones
- Create business directories or 'matchmaking'/networking events to help

businesses find potential local suppliers, customers, and partners

- Continue supporting the Creative Enterprise Zone to increase its activities, reach, and networks, with potential to expand activities towards Lewisham (sits across E1 and E3)
- Promote local supply chain use, starting with LSP members and via organisations supplied with discounted space in council buildings (e.g. as part of an outcomes-based lease)

E5: Nurture new and important sectors

- Review workspace need and provision for key sectors and identify spaces suitable for key sector workspace (linking to E2)
- Work with health and education partners, including Lewisham Hospital, NHS, Trinity Laban, Lewisham & Southwark College, and Goldsmiths to identify opportunities and requirements for growth in those sectors
- Promote the Creative Enterprise Zone as a hub for creative, cultural, and digital sector growth and assess opportunities to expand these sectors into Lewisham, such as through new workspace development or repurposing underused spaces (linking to E3)

- When promoting Lewisham (linking to E4), focus on factors attractive to businesses in key sectors, such as educated resident labour pool, unique and independent town centres, existing sector hotspots/specialisms, and connections to central London and the southeast



The Greyhound, Sydenham

Decarbonisation: objectives & outcomes

Aim: Meet the challenges and opportunities of transitioning to and growing a greener economy

Objectives

D1: Establish retrofit programmes that provide opportunities in and pathways into the green economy

Where we are making changes to our own estates and programmes, we will prioritise creating career paths and opportunities in green industries. We will remove barriers to accessing opportunities so that our transition to a greener economy is open to all our residents and workers.

D2: Make our workspaces fit for the future

We will seek wider policy change and funding so we can retrofit the borough's commercial spaces, commit new development to the highest standards, and signpost existing private property owners to retrofit resources.

D3: Support businesses to become 'greener'

We will raise awareness of the benefits of 'greener' operations and help businesses adopt more sustainable practices.

D4: Pilot circular economy programmes

We will test circular economy initiatives, which elongate the lifespan of resources while at their highest value as well as reduce waste and associated emissions.

Objective	Outcome(s)	Who's involved	Geographies	Links
D1: Establish retrofit programmes that provide opportunities in and pathways into the green economy	More people accessing jobs in 'green' and sustainable industries; retraining opportunities provided to disadvantaged and underrepresented groups	LSP, educators	Borough	D2, E2, Y1, Y2, P3, P4
D2: Make our workspaces fit for the future	Businesses able to set up or grow in Lewisham; economy-related emissions reduced; carbon emissions avoided through retrofit instead of demolition and rebuild	GLA, landowners, Better Placed partners	Town centres, SIL areas	D1, D3, E2, E3, E4
D3: Support businesses to become greener	Businesses saving money through greener choices; local supply chains strengthened; economy-related emissions reduced	LSP, major businesses, town centre businesses	Town centres, SIL areas	D2, D4, E4
D4: Pilot circular economy programmes	Fewer resources sent to waste/highest value of resource retained for longer; more connected local business networks (e.g. through resource swaps/shares)	GLA, CEZ, businesses	New Cross-Deptford-CEZ corridor and/or Catford-Lewisham corridor	D1, D3, E4, E5

Decarbonisation: links to evidence base & engagement

D1: Establish retrofit programmes that provide opportunities in and pathways into the green economy

- The Better Placed Partnership estimates that Lewisham will need 2,543 FTE tradespeople per year of the Net Zero pathway programme across specialist roles including carpenters, electricians, heating engineers, and more. Achieving the level of training required for green skills would be a substantial boost to Lewisham's jobs and leadership in greening the economy.
- Research by Central London Forward found unequal access to 'green' jobs with relatively fewer women, black, Asian, or minority ethnic employees compared to London's overall workforce. Research by the Grantham Institute suggests the construction sector (along with transport and manufacturing) will require the greatest level of reskilling in the move towards a 'green' economy; these sectors also have high proportions of black, Asian, and minority ethnic workers. New opportunities via retrofit can seek to address this disproportionality and remove barriers for under-represented groups.

D2: Make our workspaces fit for the future

- 40% of Lewisham's commercial stock has a low EPC rating, including 60%+ of office and industrial space, 2/3 of pub/restaurant space, and almost all cultural space has an EPC of D or lower, making these spaces more expensive to run and likely less comfortable to use in extreme cold or heat, and potentially less viable and attractive for new businesses.
- MEES regulations in 2027 and 2030 will affect lettable of buildings with the lowest EPC ratings, which could hugely impact available commercial space in the borough without intervention.

D3: Support businesses to become greener

- A 2023 town centre business survey found only 10% had increased the energy efficiency of their premises; a barrier to wider-spread improvement is likely that most businesses are tenants rather than owner-occupiers with little ability or incentive to improve building fabric. Support for tenant-friendly business adaptations could help their stability and sustainability.
- A 2018 business survey indicated only 11% of Lewisham-based businesses use suppliers from the borough; the 2023 town centre business survey found only 9% using local suppliers. There is a major opportunity to reduce economy-based

emissions by shifting to local suppliers.

D4: Pilot circular economy programmes

- 39% of the waste produced by Lewisham is processed within Lewisham; the rest is sent elsewhere for processing. Circular economy initiatives could reduce the amount of overall waste produced and increase the proportion of materials repurposed locally at their highest value. It can also reduce road-based emissions associated with transporting waste out of the borough and make Lewisham a leader in an important element of a greener economy.

Decarbonisation: potential projects & ideas to support each objective

D1: Establish retrofit programmes that provide opportunities in and pathways into the green economy

- Prioritise creating our own career pathways and opportunities for residents through council estate retrofit programmes
- Connect training opportunities with retrofit programmes and development sites
- Investigate options for a south London zero carbon skills hub with Better Placed partnership
- Identify barriers preventing people from accessing pathways (e.g. lack of time, cost of training, concerns about salary loss or decrease, lack of transport options)—particularly for groups experiencing low pay, job insecurity, and who are under-represented in ‘green’ jobs—and work with training providers, educators etc to address challenges
- Consider a values-based approach to how ‘green’ training and jobs are positioned, i.e. promoting careers that have job security and leave a positive legacy for the planet

D2: Make our workspaces fit for the future

- Review council-owned properties, affordable workspaces, and large employment spaces to quantify retrofit requirements. Weigh up retrofit vs

rebuild cost and triage buildings or clusters to focus efforts where retrofit is most suitable and pressing (LSP members to stock take their own properties)

- Lobby central government & GLA for financial support for retrofit schemes
- Lobby central government to remove VAT on retrofit projects
- Seek to pioneer local carbon offset funds

D3: Support businesses to become greener

- Develop informative materials to outline savings from investing in ‘green’ operations, e.g. webinars on cost saving measures, energy savings activities/flowchart
- Engage local businesses on barriers to decarbonising operations and identify where/how LSP can enable change
- Lead by example, with LBL and LSP members using local supply chains, ideally those paying London Living Wage and committing to or carrying out ‘green’ operations
- Help local businesses access local suppliers (linking to E1)
- Review opportunities to provide or purchase alternative affordable business energy supply to

bypass costly and volatile private providers

- Review opportunity and benefit of introducing a local kitemark scheme for participating in circular economy or other green activities
- Where the council is providing affordable workspace, require positive climate activities and commitments, which can be reinforced through our leasing approach
- Support last mile logistics schemes, particularly in town centres/SIL/CEZ areas
- Identify space on publicly-owned land that could host parcel pick-up points/lockers

D4: Pilot circular economy programmes

- Review options for setting up circular economy programmes/hubs in major economic clusters (New Cross-Deptford-CEZ corridor and/or Lewisham-Catford corridor), which could focus on certain sectors to begin with (e.g. hospitality, creative industries)
- Encourage businesses with circular models to set up in Lewisham (linking to E4), particularly in the above clusters
- Review opportunities for reusing construction materials as part of retrofit programmes across council-owned assets



New Cross
The XX at Amersham Arms by Dale Harvey (CC-BY)

Young people: objectives & outcomes

Aim: Equip young people with the skills and confidence to contribute to and eventually lead the economy

Objectives

Y1: Equip young people with skills and behaviours for London’s economy

We will work with educators and training providers to build courses focused on helping young people gain the skills needed to make the most of London’s economic opportunities.

Y2: Help young people access opportunities

We will connect young people to opportunities for training, work, and enterprise, using language and

channels that align with their needs and interests

achieve their ambitions

Y3: Advise on careers and enterprise fit for the modern labour market and economy

We will help young people navigate practices such as working from home, working in the gig economy, self-employment, and operating side businesses

Y4: Put young people at the heart of service design

We will listen to young people’s concerns and aspirations for the economy and work with them to develop appropriate and effective pathways to

Objective	Outcome(s)	Who’s involved	Geographies	Links
Y1: Equip young people with skills and behaviours for London’s economy	More young people equipped for employment; young people confident in taking on work; young people have a solid base of ‘soft’ skills for greater economic resilience and adaptability	LSP, large employers, Central London Forward, educators, trainers	Borough, north and south Local Plan areas	E1, E3, E4, D1, Y2, Y3, P4
Y2: Help young people access opportunities	More young people in work/lower youth unemployment and underemployment; young people building careers and networks	LSP	Borough, north and south Local Plan areas	E3, E5, D1, Y1, Y3, P2, P4
Y3: Advise on careers and enterprise fit for the modern labour market and economy	Young people aware of rights and legislation; greater adaptability and resilience to changing work practices; young people’s income streams more resilient	CEZ, Goldsmiths, Trinity Laban	Borough	E1, E3, E4, Y1, Y2, P4
Y4: Put young people at the heart of service design	Young people feel listened to, young people more confident in expressing what they need from the economy; strategy and policy accounts for young people’s needs	Circle Collective, LB Lewisham	Borough	Y1, Y2, Y3, P1, P4

Young people: links to evidence base & engagement

Y1: Equip young people skills & behaviours for London's economy

- Central London and Canary Wharf are and will remain extremely important for providing job opportunities for Lewisham residents.
- There are substantial opportunities in 'green'/net zero/sustainability-oriented roles. The Better Placed Partnership estimates Lewisham will need 2,543 FTE tradespeople per year for the Net Zero pathway programme; Central London Forward notes that the number of graduates each year with relevant green/low carbon sector skills is below the number of workers required for emerging jobs.
- Creative, cultural, and digital industries also comprise high proportions of the economy (London: 13% of jobs/20% of businesses, Lewisham: 6% of jobs/20% of businesses). Providing experience relevant for these sectors will prepare young people to lead one of the most vibrant and nurtured aspects of London and Lewisham's economies.

Y2: Help young people access opportunities

- As of 2022, 1.2% of Lewisham's 16 and 17 year olds were not in employment, education, or training—a decline from previous years and lower than across London, but a figure to address nonetheless.

- New Cross comprises a relatively large proportion of young people, in particular students. Providing enterprise opportunities through workspace and connecting them to local jobs would help strengthen their relationship with and keep their skills in the borough.
- In the south and southeast of the borough, residents tend to have poorer access to public transport and are more likely to lack access to opportunities, face barriers to prosperity, and experience poverty. Young people in these places may have a more difficult time accessing job and training opportunities than peers elsewhere.

Y3: Advise on careers and enterprise fit for the modern labour market and economy

- The way people work is evolving, with hybrid working, 'platform' work (e.g. Deliveroo, Uber, Fiverr) and side gigs (e.g. freelance jobs, selling items online) increasingly normalised (and, in the cost of living crisis, necessary for some)
- Young people are interested in work that provides independence and flexibility
- People aged 18 to 34 comprise a majority of those doing platform/gig work, which has broad implications from mental health to balancing jobs to taxes.

- Young people may struggle with working from home more than experienced colleagues due to factors like needing on-the-job training and lacking suitable space for working at home.

Y4: Put young people at the heart of service design

- The number of 16- to 24-year-olds in Lewisham is projected to peak between 2030 and 2035 before decreasing slightly—a steady stream of young people who will benefit from tailored service design.
- There has been an uptick in anxiety among young people and challenges around their confidence in interpersonal skills as they live more of their lives online

Young people: potential projects & ideas to support each objective

Y1: Equip young people with skills & behaviours for London's economy

- Review most needed skills with business and borough partners (e.g. Better Placed) and work with education and training providers to assess required curriculum to meet London's current and future skills needs
- Work with educators and trainers to promote foundational knowledge around wellbeing, emotional intelligence, interpersonal skills, confidence, and professional behaviours

Y2: Help young people access opportunities

- Rethink how and where employment opportunities are promoted to young people, trying a more values-oriented approach to recruitment and promoting career paths (e.g. focusing on the difference a particular role or industry makes, focusing on social outcomes, aligning with young people's interests).
- Provide guidance for local SMEs about how to recruit young people
- Work with educators, trainers, and youth organisations to promote study, training, work opportunities in Lewisham and London through a wide range of channels
- Create a mentorship scheme or network for young

entrepreneurs to learn from established business owners across Lewisham

- Connect Lewisham businesses with educators and universities for on-the-job training and work experiences candidates, particularly where participants are set up for long-term career opportunities
- Lead by example, offering apprenticeships and training programmes with long-term security and outcomes via LSP members
- Connect young people to affordable workspace to start and grow a business

Y3: Advise on careers and enterprise fit for the modern labour market and economy

- Refine our support mechanisms to adapt to young people's changing needs, ambitions, and working patterns
- Set up a support channel to tackle the isolation of working from home or outside of a 9-to-5 career path (e.g. running 'side hustles' to supplement income), comprising a network of young people with regular support available from dedicated, trained professionals
- Provide resources such as plain English materials and webinars on obligations of taking on casual/side jobs (e.g. tax, pensions, illness cover,

personal liability, financial literacy)

- Promote pathways into a broad range of careers and skills to give people options

Y4: Put young people at the heart of service design

- Share research on best practice to build empathy and understand young people's concerns and aspirations and put into practice through focus groups or workshops
- Review ongoing structural and environmental issues holding young people back and work with young people to develop appropriate methods of assistance
- Forge better connections with support providers to ensure young people feel and know that they and their progression are at the heart of the process
- Listen to young people
- Build on good practice learned from Connected Futures in Downham to empower young people to redesign and take ownership of their employment support offer
- Ensure accessibility for people, strive to remove barriers for them and design bespoke support for their needs

VILLAGE FRUIT & VEG



Prosperity: objectives & outcomes

Aim: Provide the services, amenities, and quality economic opportunities people need to thrive

Objectives

P1: Develop inviting and dynamic town centres that meet local needs

We will ensure our town centres, as the ‘public face’ of our economy, are thriving places in which people want to spend time and that have the day-to-day amenities and services people need for wellbeing and participation in economic, social, and community life. This will mean establishing a clear vision and action framework for our key centres.

P2: Build infrastructure that connects people

to employment, training, and amenities

We will lobby for and secure investment in transportation infrastructure to help people access jobs, business opportunities, and training as well as the amenities and services of our town centres

P3: Create opportunities for good jobs and enterprise

We will work with our partners, developers, investors, and commercial tenants to create more quality jobs for Lewisham residents, more contracts for Lewisham businesses, and more space for enterprise

P4: Support people into work and pathways for in-work progression

We will work with partners and educators to develop pathways into work and in-work progression through accessible education and training options

Objective	Outcome(s)	Who's involved	Geographies	Linkages
P1: Develop inviting and dynamic town centres that meet local needs	More people encouraged to visit and set up businesses in town centres; improved reputation of town centres; residents experiencing improved wellbeing and personal resilience; more residents able to enter the workforce, access the economy, or enjoy social and community life	Developers, local businesses, community groups, NHS, Public Health, Food Justice Alliance	Town centres	E2, D2, Y3, Y4, P2, P4
P2: Build infrastructure that connects people to employment, training, and amenities	More residents able to access economic opportunities in Lewisham and London; better connections to town centre economies	TfL	South Local Plan area	E1, E4, Y2, P1, P3
P3: Create opportunities for good jobs and enterprise	More jobs, and more space for jobs, available in Lewisham	LSP, developers, commercial tenants	Town centres, CEZ	E2, E4, E5, D1, D2, Y2, P1, P2
P4: Support people into work and pathways for in-work progression	Better jobs available in Lewisham; workers feeling supported and experiencing tangible progress in their careers		Town centres, CEZ	D1, Y1, Y2, Y3, P3

Prosperity: links to evidence base & engagement

P1: Develop inviting and dynamic town centres that meet local needs

- Through surveys, local business owners were positive about Lewisham as a home for their business, but did not look favourably on Lewisham as a place for visiting or shopping
- Engagement exercises relating to Catford town centre identified appetite for more 'social' and evening activities such as restaurants, markets, and cultural offerings
- Growing numbers of jobs in night-time, hospitality, and cultural consumption sectors (note these overlap) suggests growing activity and interest in town centres
- Lewisham appears to have a strong foundational economy, but amenities and services may not be spread equally across high streets or cater to residents' needs
- Food insecurity may be an issue for residents in Evelyn/New Cross, Downham, Grove Park, Upper Sydenham, Bellingham, and Stanstead Road (people unable to access fresh food in person or using online shopping). These areas correspond to places with low public transport accessibility levels and poorer town centre walking access.
- Lower Sydenham, Bellingham, Downham, Grove

Park and Evelyn/New Cross are among Lewisham's most challenged areas in terms of poverty, barriers to prosperity, and lack of economic opportunity

P2: Build infrastructure that connects people to employment, training, and amenities

- Around 29% of residents live in an area with low public transport accessibility (PTAL 0, 1, or 2), potentially reducing their access to work and training opportunities
- Around 13.5% of residents (or 40,800) are beyond a 15 minute walk from a town centre

P3: Create opportunities for good jobs and enterprise

- Lewisham is one of the only London boroughs where gross hourly median pay is higher for female than male residents and workers (only marginally), but across residents and workers as a whole, gross annual median pay is lower than London and neighbouring boroughs
- An estimated 43% of jobs in Lewisham are 'low paid' (less than 2/3 the median) and 15% of jobs pay below London Living Wage; around 15.6% of Lewisham residents are in low-paid work (whether in Lewisham or elsewhere)
- Around 8% to 9% of residents and 12% of workers in Lewisham may be on zero-hours contracts,

which can negatively affect income stability

- Jobs in Lewisham have a higher probability of automation than elsewhere in inner London, but lower than much of outer London. Automation would disproportionately affect women and young people, who make up a large proportion of the most prone occupations

P4: Support people into work and pathways for in-work progression

- 30% or more working-age residents in Downham, Grove Park, and Bellingham have no qualifications, which likely affects the range of jobs available to them and earning potential
- When broken down by broad racial groups, there is further disproportionality in qualifications. For example, the 'other' category (Arabic and groups not identifying as white, black, Asian, or mixed) has the lowest Level 4+ attainment and highest proportion of people with no qualifications.
- For the last decade, Lewisham has had a highly fluctuating unemployment rate; it currently stands at 7.6% after a 15-year low of 2.1% at the end of 2022. Underemployment rates (people in work, but doing fewer hours or doing a lower-level job than they would like) is estimated to be between 6.5% and 7.3% nationally.

Prosperity: potential projects & ideas to support each objective

P1: Develop inviting and dynamic town centres that meet local needs

- Develop town centre action plans with a focus on Deptford/New Cross, Lewisham, and Catford, while acknowledging the important roles of smaller centres
- Consider developing a night-time strategy for the borough with a focus on town centres or include this as a core part of the town centre action plans above
- Consult local businesses and business improvement district (BID) operators about establishing BIDs in larger town centres
- Review childcare supply/demand throughout the borough and augment where needed, supporting new childcare facilities in suitable town centre vacant units and developments
- Work with NHS partners to assess GP supply/demand and increase services, particularly in areas facing higher rates of poor health among working-age residents
- Assess need and feasibility of 'health hubs' bringing together food banks, blood pressure checks, advice, job boards etc
- Assess fresh food provision near hotspots of food insecurity and work with residents to address

barriers to accessing fresh food

P2: Build infrastructure that connects people to employment, training, and amenities

- Lobby for investment in transport links to central London & Canary Wharf, e.g. continued lobbying for Bakerloo extension, cycling infrastructure
- Raise awareness of new Superloop bus connection from Grove Park to Canary Wharf
- Use new development/S106/CIL to invest in improved walking and cycling links to town centres, central London, and Canary Wharf
- Review grants and funding for walking and cycling infrastructure, e.g. from the GLA

P3: Create opportunities for good jobs and enterprise

- In council-owned properties, prioritise businesses filling a gap in needed services (e.g. food provision, creative space, social/nightlife space, childcare) or key sectors/activities (e.g. circular economy, businesses associated with Lewisham Hospital operating theatre and medtech activities)
- Use outcomes-based leases to commit tenants to hiring locally and using local suppliers
- Work with developers to set up training hubs on development sites (linking to Y2 and D1)

- Work with land-owning LSP members to deliver properties for workspace
- Use refurbishment and redevelopment activities undertaken in Catford to provide jobs and training for residents (linking to D1)

P4: Support people into work and pathways for in-work progression

- Lead by example, developing procurement policies among LSP members that focus on suppliers providing secure, well-paid jobs (at least London Living Wage)
- Lead by example, ensuring apprenticeships and training within LSP organisations are paid at least London Living Wage and enable progression into sustainable employment
- Linking to D1, promote training and jobs in retrofit programmes; linking to D3, identify sectors with high need or ease of decarbonising operations (e.g. transport, construction, trades) and work with partners to develop upskilling schemes
- Review and bolster commitments to in-work progression (particularly for entry-level roles) and local hiring among LSP members
- Run career support fairs/surgeries (could be sector-specific or linked to LSP member or major employer hiring rounds)

We will work together ‘as a village’ to deliver for Lewisham

Our action plan sets out how the Lewisham Strategic Partnership will deliver our shared vision for Lewisham’s economy over the next five years.

It will involve bringing a new culture to how we approach economic development in the borough. As set out earlier in this report, we recognise that success can only be achieved by working together ‘as a village’, meaning sharing responsibilities and committing to ongoing collaboration, focused coordination and making best use of our collective talents and resources.

Lewisham Council will retain overall responsibility for administering Inclusive Economy Lewisham. Following Cabinet approval, the council will enable delivery through its wider suite of policies, strategies, projects, resources and assets.

As part of this role, Lewisham Council’s Economic Development Team will oversee performance monitoring against the action plan as part of corporate performance reporting.



PLEASE
DON'T TELL
THAT GIANT CAT
I'M HERE





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