

Lewisham Council

Lewisham Creative & Digital Industries
Strategy

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www.regeneris.co.uk

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Chapter 1

Introduction

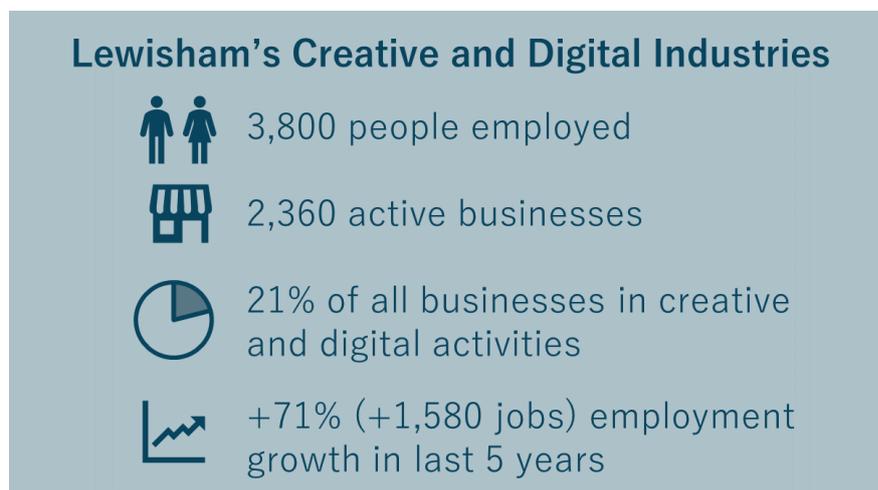


1. Introduction

- 1.1 Regeneris Consulting, We Made That and Tom Fleming Consultancy have supported LB Lewisham to produce a study to provide a better understanding of creative and digital sectors (CDI) in the borough..
- 1.2 This strategy provides a framework which Lewisham Council and its partners will use to help develop the creative and digital industries within the borough, and identify opportunities for investment and support. It builds on the evidence base which provides more detailed insight into Lewisham's existing CDI economy and helps to identify which neighbourhoods within the borough have the most potential for growth in the future.

2. Creative & Digital Activity in Lewisham

2.1 The Creative and Digital baseline for Lewisham is summarised below. More detail (and observational analysis) can be found in the full version of the evidence base (available separately).



2.2 The mix of creative and digital activity in Lewisham provides a unique ecosystem, influenced by the assets and history of the borough:

- **Creative:** includes a range of creative activities including publishing, broadcasting, architecture, design and performing arts. The Department for Culture Media and Sport (DCMS) definition has been used to define this, with the addition of fashion manufacturing, which better reflects the type of creative activity currently taking place in Lewisham.
- **Digital:** includes components such as e-commerce/e-business and supporting infrastructure (including hardware, software and telecoms)¹. Increasingly the sector is blending into other sectors of the economy, and so businesses may not be described as digital (in the data), but may employ staff in a role that would be considered as digital, and vice versa². It tends to be that official statistics underrepresent the size of this sector, however for the purposes of this study, we have chosen the DCMS definition of the creative (and digital) sector.

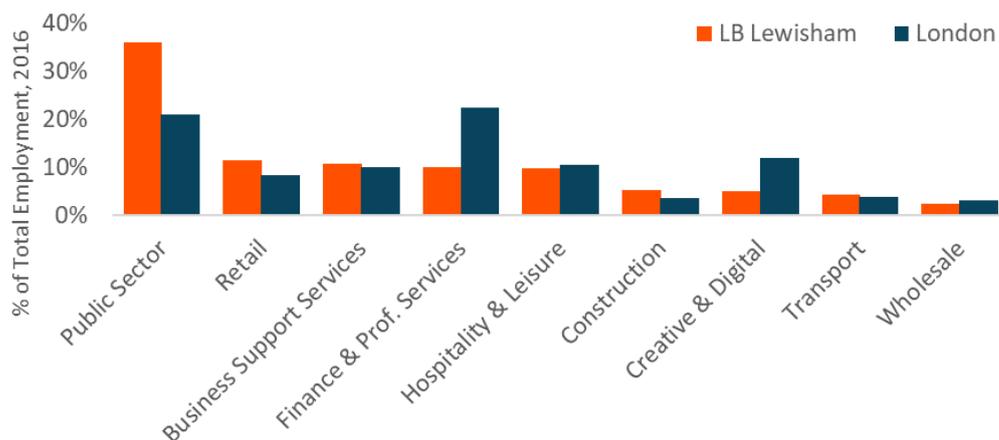
¹ Mesenbourg, Measuring Electronic Business. U.S. Bureau of the Census, 2001

² Spilsbury M. (2015) Dynamic Mapping of the Information Economy Industries Nesta / techUK

- **Creative and digital overlap:** this 'grey' area of the sector is becoming increasingly common as digital innovation infiltrates traditionally creative activities, and leads to new ideas. Emerging trends include graphic design, and augmented & virtual reality.

2.3 This analysis covers both sectors together, with sub-sector specialisms of the creative and digital sectors also analysed in the full version of the evidence base.

Still a relatively small sector (according to official statistics)...

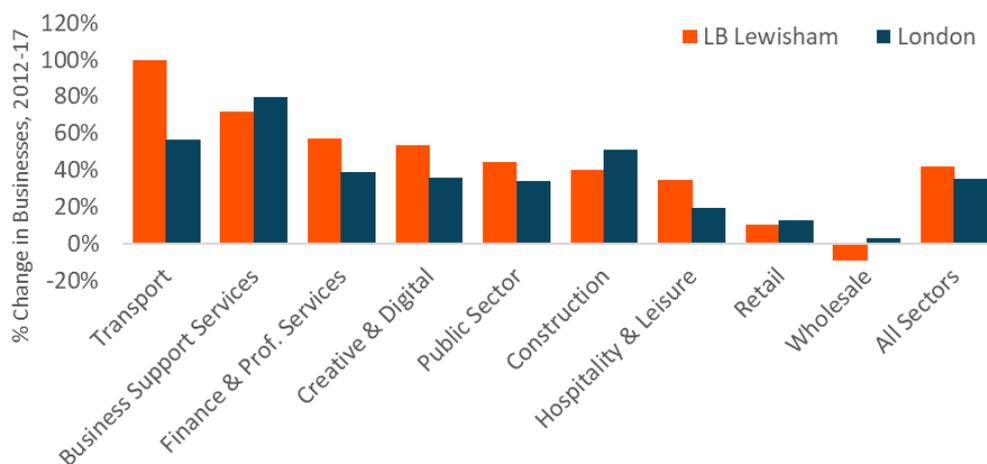


2.4 Compared to other sectors, the proportion of employment in creative or digital activity appears low, particularly when compared to other sectors and London. The sector is currently the seventh largest in Lewisham, public sector and retail the two biggest employers.

2.5 Based other studies carried out in London and the UK as a whole, it is fair to conclude that government statistics can under-estimate the size of the CDI sector by a considerable margin. Official statistics do not capture the smallest businesses with lower turnover or those which are more transient (which it is reasonable to assume includes a number of CDI businesses in Lewisham).

But, one of the fastest growing sectors...

2.6 Lewisham’s CDI sector is growing, outpacing sector growth in London. It is Lewisham’s fourth fastest growing sector over the last five years, with a 54% increase.



Lewisham’s Creative & Digital businesses are relatively small in size...

2.7 Lewisham’s Creative and Digital businesses tend to be much smaller in size than London as a whole, with 96% employing between 0 and 4 employees (compared to 86% in the city as a whole).

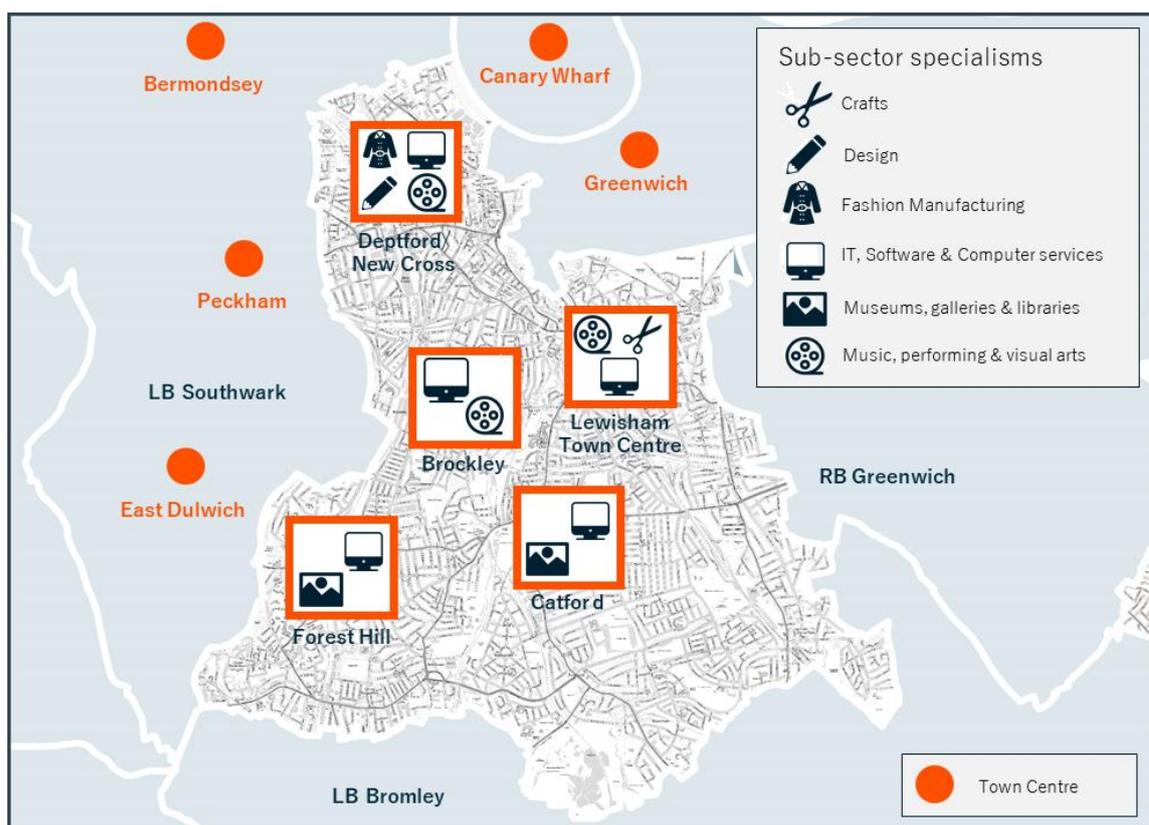
A number of emerging clusters of activity...

2.8 Activity within the CDI sector is relatively well spread across Lewisham, with concentrations of activity around the main town centres (New Cross, Deptford, Lewisham, Catford and Forest Hill). An examination of the town centres, shows there has been strong growth in recent years, with the largest CDI clusters found around New Cross and Deptford.

Town Centre	Employment (2016)	Businesses (2017)	Employment Growth (2011-16)	Business Growth (2012-17)
New Cross & Deptford	770	270	+164%	+125%
Brockley	370	250	+118%	+81%
Lewisham Town Centre	315	190	+50%	+58%
Forest Hill	650	450	+53%	+73%
Catford	100	55	+150%	+120%
Lewisham	2,900	1,850	+71%	+62%
<i>London</i>	<i>476,000</i>	<i>96,000</i>	<i>+34%</i>	<i>+40%</i>

Each with a unique set of specialisms...

2.9 Each of the five main town centres which has been analysed in more detail to understand any sub-sector strengths within each one.



2.10 Based on partner consultation and site visits, the business environment for CDI growth has been considered. This is outlined in the table below.

Table 2.1 Key Characteristics of Each Town Centre

Deptford & New Cross

- **Emerging creative and digital sector**, with excellent connections to highly creative areas (e.g. Shoreditch)
- Creativity is already part of the **identity of the place**, with local well-established music venues and a vibrant visual arts sector attracting creativity to the area for years. Deptford has a large concentration of dedicated creative and artist workspace provision in the borough.
- Observations show a **thriving creative and digital sector** which is **not necessarily reflected** by official statistics, with multiple micro businesses and freelancers working in the district for at least part of their portfolio of activities
- Goldsmiths University **supporting development of sector locally**, and the sector’s strengths reflects Goldsmiths’
- **Low vacancies** present a barrier to the sector’s development
- Area undergoing high level of change through the potential extension of Bakerloo extension. Masterplanning exercise for the New Cross Gate area currently underway.

<p>Lewisham Town Centre</p> <ul style="list-style-type: none"> • Very small amount of creative and digital activity within statistics or observed • Current provision of workspace targeted at creative & digital activity provided through the Deks (co-working and incubator space). • Current and future connectivity, alongside a changing population and labour market may stimulate future sector growth – Already momentum in new and pipeline development • Longer term potential to enhance cultural amenity and inject more creativity into Lewisham Town Centre (e.g. by cultural programming, imaginative public realm and co-location of creative businesses). 	<p>Brockley</p> <ul style="list-style-type: none"> • Rapid growth in specialized and higher value activities • Small office space accommodating desk-based creative & digital activity • Change in population profile, potentially leading to a more skilled, entrepreneurial population • Average business size smaller, with a high proportion of sole traders and home workers • Increasing emergence of assets & infrastructure that supports creative activity • Established artistic identity is helping embed creativity in the area • Emergent creative community, with freelancers and micro enterprises co-locating and collaborating
<p>Catford</p> <ul style="list-style-type: none"> • An opportunity area, with significant town centre development plans anchored by creative workspace (DEKs) and the Borough’s main theatre • Good transport links and relatively affordable workspace (of varying quality) are positioning Catford as a viable creative hub • Significant Borough-owned land introduces opportunities for long-term creative workspace and imaginative approaches to meanwhile use. 	<p>Forest Hill</p> <ul style="list-style-type: none"> • Rapid growth in specialized and higher value activities • High concentration of dedicated creative and artist workspace (e.g. V22 at Forest Hill Library) • Availability of space is a major concern, with no vacant industrial and office space in the area at present • Average business size smaller, with a high proportion of sole traders and home workers • Connections to Horniman Museum play a role in shaping the creative environment, and help establish a unique artistic identity for the area

2.11 More in-depth analysis of each town centre can be found in the full version of the evidence base, which includes the results from our detailed observational analysis.

Business Sentiment

2.12 Findings from the business engagement outlined some of the challenges and opportunities associated with specific locations.

Developing Strong Networks

- 2.13 In more established areas of creative and digital activity (New Cross & Deptford), the opportunity to reignite business networks was perceived as a key to fostering business support and collaboration. In emerging locations such as Brockley, the need to establish more formal business connections was seen as crucial to further promote the area as a location defined by high-value creative and digital activity, competing with other locations such as Shoreditch and Brixton.

Workspace Availability and Affordability

- 2.14 In areas with a high concentration newer and smaller creative organisations (e.g. Deptford Creekside), neighbouring development pressures are perceived a potential threat to affordability levels that have allowed businesses to start or locate in the area. Finding suitable workspace for more production-base activity was also seen as a challenge, with older industrial stock being redeveloped.

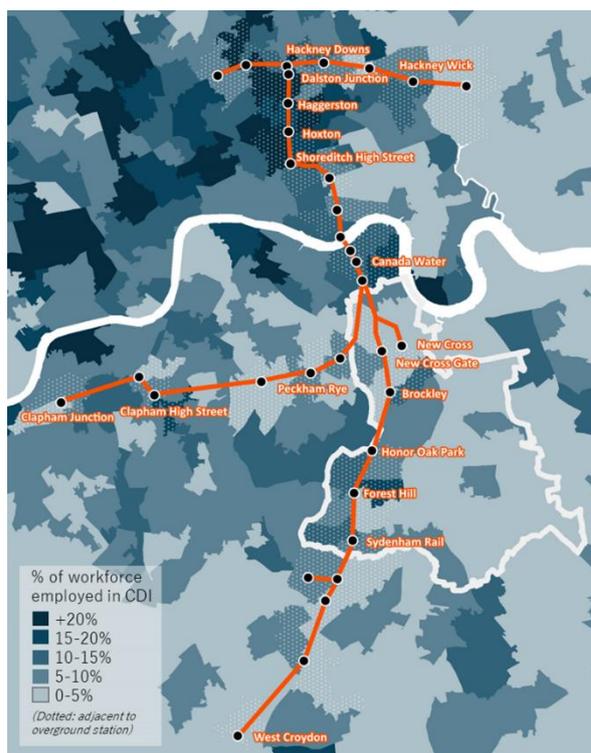
Foundations for Creative and Digital Growth

A mixed view on Lewisham Entrepreneurial Environment...

- 2.15 Analysis from Nesta on 'The State of Small Business in the UK' suggests that Lewisham's current entrepreneurial environment is not as welcoming as others in London.
- 2.16 They show that SMEs within Lewisham typically have relatively low productivity compared to other local authorities nationally, and there is a very low proportion of the working age population currently working for SME businesses.
- 2.17 More positively, there is good access to venture capital investment in the area, and Lewisham has one of the highest number of businesses started in the last 12 months. Nesta also highlights the importance of Goldsmiths as a vital asset to support productivity and innovation.

Excellent transport connections to well-established creative and digital clusters...

- 2.18 Lewisham has strong connections to other creative and digital markets, especially along the East London Line / London Overground. Analysis of the CDI sector on the line, shows established and emerging concentrations of activity on the route to Shoreditch (Tech City), Hackney and Dalston.
- 2.19 These connections (alongside future connections via Bakerloo Line Extension), strengthen the case for growth in the CDI sector in Lewisham in the future.



Relatively cheap commercial rents, but recent rises and low vacancy levels creating problems...

- 2.20 Lewisham has relatively cheap commercial rental values compared to London, although these have been increasing over the last five years.
- 2.21 One constraining factor for the development of the CDI sector is the lack of vacant units in Lewisham, with only 3% of industrial and 5% of office currently vacant. This poses a challenge in providing space for CDI businesses at all stages of development and is something recognised by companies engaged within this study.

		Rental Values		Vacancy	
		Average Rent (£/sqft)	% Change (2011-16)	% vacant units	% Change (2011-16)
Lewisham	Office	£18	+63%	5%	-21%
	Industrial	£8	+34%	3%	+48%
London	Office	£48	+44%	6%	-22%
	Industrial	£10	+34%	3%	-54%

- 2.22 Recent loss of workspace through residential conversion or residential development has also constrained the current supply of workspace. Development pressures pose threat to the affordability levels that have allowed the establishment of a large business base of creative activities.

Excellent variety of education and skills providers...

2.23 Lewisham legacy as a creative borough, has led to the establishment a good spread of provision focused on creative and digital sectors. These cover a range of qualifications and skill levels. These include:

- **Goldsmiths University:** providing HE courses in Art, Computing, Dance & Performance, Design, Institute for Creative and Cultural Entrepreneurship (ICCE), Media & Communication and Music & Theatre. Has a growing programme of evening courses reaching out to local businesses and residents, and a strong focus on entrepreneurship through the ICCE, generating a pipeline and community of creative entrepreneurs. The University also provides a vital R&D function, with considerable inter-disciplinary and trans-disciplinary research alongside knowledge exchange functions with alumni and other local businesses.

Goldsmiths University

- Goldsmiths is a leading centre in the UK for research and new learning for and with partners in the creative industries; covering sectors including music, games, VR/AR, film, television, journalism and theatre. From Damien Hurst to James Blake and Steve McQueen, Goldsmiths has nurtured some of the most important cultural figures of the last 20 years. A locus for some of the world's most creative and ambitious minds, from undergraduates to world-leading researchers, Goldsmiths attracts bold, innovative people who make things happen and make Lewisham their home.
- Through its unique interdisciplinary set of practices, research methods and techniques Goldsmiths' vision is to act as a catalyst for innovation in our locale. We want our campus to become more porous, while taking our expertise to publics whose ambitions we can support and who turn shape our ground-breaking research.
- From 2017, its partnership with Lewisham Council on the dEK Growth Programme will further extend our engagement with the local SME community and in 2018 the opening of a new Centre for Contemporary Art will further enhance Goldsmiths' contribution as a cultural hub for the Borough.
- Goldsmiths is a place where innovation, creativity and entrepreneurship flourish in collaboration with our partners, enabling our mission to act as a key driver in growing the creative economy of Lewisham.

- **Lewisham Southwark College:** providing FE courses in Art & Design, IT & Computing, Media, Music and Theatre.
- **Christ the King College, Lewisham:** providing FE courses in Art & Design, ICT & Graphic Communication and Media.
- **Informal & Formal Networks:** various provision of education and taster courses

A range of business support available, although can still be improved...

- 2.24 There is a good range of business support provision available to companies in Lewisham. Much of this is relevant to or targeted at the CDI sector, including:
- **DEKs:** provide tailored, fully furnished and serviced co-working spaces alongside a programme of business support
 - **Workspace Based support:** offer linked to managed workspace. Examples include Cockpit Arts (delivering pioneering business support and professional development activities for tenants and a wider network of makers) and the incubator role of the Albany (nurturing a community of practice).
 - **Peer to Peer/ Informal Networks:** business networks are fostered through co-location and close geographical locations with each other. Festivals within Lewisham, including Deptford X play a facilitating role in helping to build networks and promote Lewisham’s CDI sector.
- 2.25 A wider range of business support is also made available through wider organisations, including the Federation of Small Businesses, the South-East London Chamber of Commerce, Enterprise for London and the Small Business Network.

Strategic Drivers

- 2.26 Creative activity in Lewisham has been shaped by several strategies over recent years. From local to regional policy, each of these has helped to shape the type of creative and digital economy which has formed in Lewisham in recent years.

Local

Charles Landry’s creative vision for Lewisham

- 2.27 Creative Lewisham by Charles Landry (2001) highlighted the unique strengths of the borough and the opportunities to use culture to revitalise Lewisham. The strategy aimed to make the borough the best place in London “to live, work and learn”, by encouraging creative (arts) industries to focus on Lewisham as a prime destination.
- 2.28 It encouraged a holistic view of creativity and culture, with a committed approach to creative learning and education; cultural prescribing in health and wellbeing; cultural planning embedding cultural and creative activities and infrastructure in key developments

and across the public realm; and encourage intercultural participation – e.g. via a strong festivals and events sector.

- 2.29 It also encouraged opening-up Goldsmiths University so the Borough becomes a large-scale demonstrator for impactful social and cultural practice – e.g. in health, social cohesion, mobility etc.

The Business of Creativity: Lewisham Creative Industries Strategy 2012-15

- 2.30 Lewisham’s previous strategy for the creative industries, identified the way in which the sector could contribute to the identity and prosperity of Lewisham and the ways in which the borough would support the sector. This strategy was based around four key themes

- **Sustainable Economic Development:** supporting new and existing businesses to grow through capacity building and market development.
- **Advocacy:** presenting a strong identity for Lewisham’s creative economy within the borough and beyond.
- **Networks:** sharing resources and encouraging partnership and collaboration.
- **Creativity and Place:** strengthening creative clusters and supporting high quality design in the public realm

- 2.31 The vision of this strategy was “To build a sustainable creative economy with confident and connected enterprises that grow employment and shape destinations.”

London

- 2.32 **The Cultural Infrastructure Plan** is a manifesto commitment by the Mayor of London and one of his top priorities. When published, it will identify what London needs to sustain and develop its cultural infrastructure and set a roadmap to 2030. The plan will support the capital’s creative and cultural industries, local and regional authorities, developers and other bodies involved in cultural planning and regeneration.

- 2.33 The emerging draft of the **Mayor of London’s Economic Development Strategy** suggests that the culture and creative industries, and the tech and digital sectors will be among those targeted for growth in the future. Both sectors are fundamental to the future of London in securing new employment growth and in helping to secure new opportunities for businesses in other sectors of the economy (e.g. digital developments supporting other sectors).

Why Lewisham, Why Now?

- 2.34 Although Lewisham was one of the first London Borough's to adopt a creative vision in 2001, other places have developed a stronger proposition, a critical mass of activity and greater recognition of their role in London. Now is the time for Lewisham to reinvent its CDI offer and reposition itself in London.
- 2.35 The presence of Goldsmiths University at New Cross provides a source of highly talented creative graduates, some of whom provide the basis of the CDI sector in the borough. With an increasing focus on digital activities in research and teaching, (e.g. Virtual Reality, Artificial Intelligence and Augmented Reality), Goldsmiths should play a fuller role in supporting CDI activities in Lewisham and London in the future.
- 2.36 Goldsmiths' new art gallery also provides a major opportunity to generate a much higher volume of creative spill over effects – e.g. increased cultural tourism, growth in demand for creative workspace, and community engagement via participatory audience development and education.
- 2.37 New development in Lewisham also present a significant opportunity for the CDI sector. Improvements in transport (East London Line, and Bakerloo Line Extension), housing (e.g. North Deptford, Convoy's Wharf and New Bermondsey and long-term opportunities in Bellingham) and town centre redevelopment (Catford) alongside strong education and networks, will all help to create the right set of conditions for the sector's future development.
- 2.38 There is however, a time limited opportunity in a competitive market. To capitalise, Lewisham needs a strong partnership response.

Chapter 3

Vision for Lewisham's CDIs



3. Vision and Approach for Lewisham's CDIs

The Vision

Vision for Lewisham's Creative & Digital Industries

Lewisham will become **London's fastest growing creative and digital borough** – by building upon the borough's internationally recognised institutions and by working together with local partners and the business community.

The borough can, by extension, become a major creative workshop for London, with an innovative and productive creative and digital economy powered by specialist technologies, research and skills.

The catalyst for this change will be **New Cross and Deptford**, with strong links with Goldsmiths University creating **an organic ecosystem of creative and digital activity**. This will be encouraged by retaining graduates in the local area, significant knowledge exchange, industry collaboration and developing strong regional, national and international connections.

This catalyst will support piloting and scaling to support and enable growth in other potential CDI clusters, including Brockley, Forest Hill, Lewisham Town Centre and Catford, to grow these clusters into strong CDI economies.

The Approach and Objectives

- 3.1 To become London's fastest growing creative and digital borough, the right conditions need to be supported, with strong partnerships between local partners and the business community.
- 3.2 The strategy is built around existing and future assets, leveraging the expertise and enthusiasm of the borough's creative talent, institutions and partnerships. The cannot be solely achieved by the council and collaboration is imperative.
- 3.3 To enable this, a range of objectives and actions have been identified through an assessment of the evidence and in consultation with businesses and delivery partners. These are:

- 1) Re-adopt and re-shape Lewisham's Creative Identity
- 2) Develop Dynamic Local Hubs and Clusters
- 3) Ensure Space for CDI Growth
- 4) Provide the Talent to Enable CDI Growth

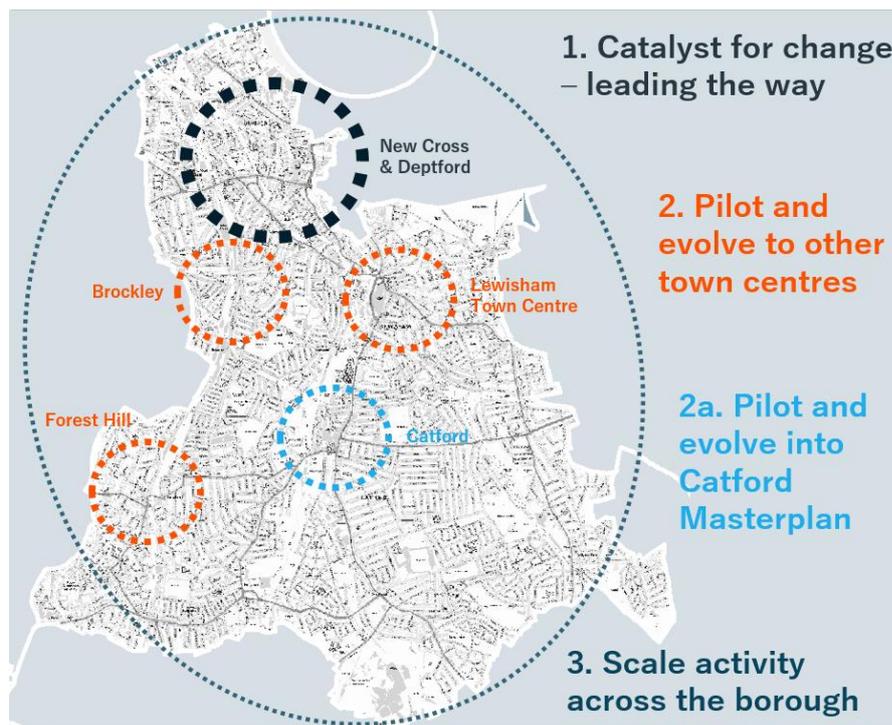
3.4 These are considered in more detail below:

Objective 1: Readopt and re-shape Lewisham's Creative Identity

3.5 Lewisham needs to revisit and reimagine Charles Landry's creative vision for Lewisham, rediscovering the Creative 'Mojo'; embrace with creativity and culture as a broader influencer of change in the borough. This could include nurturing the enabling conditions for creative businesses; animating town centres; connecting communities through culture; and playing a fuller leadership role as a test-bed for creative and social technology.

3.6 Making creativity more inherent in Lewisham's identity, this will help to embed this character in the borough, leading to creativity becoming more fundamental to what the borough is and what it does. Activities which could help to achieve this are:

- **Increase the visibility of Creativity and CDIs** – develop a participatory brand for Lewisham (co-created by the borough's talent) which promotes the dynamism of the borough's CDIs and the range of creative and cultural institutions already present in the borough. This campaign should balance enhancing local pride amongst local CDI businesses and residents, with some external focus to attract new companies. In turn, this should be positioned as an authentic inward investment platform (see below) for creative businesses from other parts of London – positioning the Borough as an open, connected, collaborative and productive place to base a creative business; with access to talent, ideas, and great spaces in distinctive places.
- **Incentives and direct marketing** - Targeted marketing and incentives for larger footloose digital SMEs (50+ employees) across London will help to attract new and exciting firms into the borough and achieve more tangible agglomeration benefits. Developing Lewisham's brand, will help to deliver a clear message to CDI businesses outside of the borough. Key here will be establishing distinctive hubs and networks in the town centres (starting with New Cross and Deptford), and connecting them



Area Based Piloting

3.10 Within these geographically specific recommendations are five pilot projects which could be actioned to inform the borough’s evolution as a CDI location:

- Pilot Intensive CDI Growth Support in New Cross and Deptford
- Pilot delivery of Workspace Creche facilities in Forest Hill
- Pilot a network of self-employed/homework CDI businesses in Brockley
- Pilot new slow cost/low threshold workspaces for small businesses in vacant spaces in Lewisham town centre
- Use Catford Masterplan to promote the area as a creative and digital town centre of the future.

3.11 The general aspiration for each centre is set out below:

New Cross and Deptford

3.12 Clustering CDI activity around New Cross and Deptford is a **priority focus for this strategy**.

3.13 Goldsmiths should be put at the heart of the area’s strategy, and provide a differentiating factor when compared with other creative clusters across London. Its students, networks and assets create an opportunity to develop a CDI cluster focused on Goldsmiths’ CDI

strengths around arts and increasingly digital innovation (including virtual reality, augmented reality and artificial intelligence).

3.14 The high concentration of dedicated creative and artist workspace provision and associated gallery spaces in Deptford (Deptford Creekside) and presence of institutions such as Laban and The Albany should also be recognised as key infrastructure supporting the area’s creative profile.

3.15 To ensure the New Cross and Deptford area can take full advantage of these opportunities, the following recommendations are made:

- **Creative Enterprise Zone** – build towards establishing a Creative Enterprise Zone around the New Cross and Deptford area. This will help to formalise incentives to support the retention, growth and viability of micro and small CDI businesses. It should also seek to improve amenity, improve public realm, legibility and traffic calming, with the area lacking cohesion (created in part by major roads bisecting key emergent clusters).

Creative Enterprise Zones

The Draft New London Plan (released in December 2017) set out the Mayor of London’s ambition to support the continued growth of London’s creative industries through planning decisions. This includes developing, enhancing, protecting and managing new and existing creative workspace, providing flexibility for changing business needs, and an attractive business environment including related ancillary facilities. The Mayor has set aside funds to invest to create a more attractive business environment for creative industries.

Although the exact details of Creative Enterprise Zones have yet to be finalised, key attributes that will be required to secure this status includes: a comprehensive understanding of current activity on-the-ground; an emerging creative economy, with potential in the future; planning regulations which support the development of creative industries; strong engagement with key local stakeholders; and match funding for projects.

Creative Enterprise Zone status, the New Cross and Deptford area would have an enhanced image across London, making it known as one of the creative hotspots of London, attracting further investment to the area. The need for collaboration between partners would also help to strengthen links between the council and the community, helping to foster future developments.

- **Commercialising innovation** – look for opportunities to commercialise innovation spinning out of Goldsmiths, proving ongoing support and, where possible a local ‘soft landing’ for companies emerging from the university.
- **Space for spinout and knowledge transfer** – pilot new typologies to ensure available workspace for spinout firms, keeping them in the area. Where possible develop knowledge transfer arrangements between growing local companies and

Goldsmiths. (Separate guidance on spatial typologies has been produced alongside the document).

- **Pilot intensive support** – intensive targeted business support should be offered for scaling spin-out and small-scale CDI businesses, to help local companies with growth potential to move to maturity.
- **Secure recognition of role in London** – ensure that New Cross and Deptford is known as one of the prime CDI locations in London given the presence of key institutions (e.g. Goldsmiths University, the Albany and Deptford X) alongside growing levels of CDI activity. Directly approach brand-enhancing hub providers such as Second Home and The Trampery to consider nurturing a hub in Lewisham.
- **Champion and steward the night-time economy** - build the live music scene and encourage the co-location of independent bars and venues which play a vital role in attracting and sustaining CDI activity.

Forest Hill

3.16 With the Horniman Museum (which promotes itself as South London’s cultural hub) Forest Hill provides an opportunity to develop a distinctive creative identity. Recommendations to help establish this include:

- **Strengthen the Horniman Museum as the creative fulcrum for the area** – use the reputation of the Horniman Museum to embed creativity into the local economy, and use this as a means to promoting CDI activity in the town centre. For example, the Horniman Museum can be supported to actively build networks of creative professionals, providing platforms for social and professional interaction.
- **Support the delivery of further creative workspace** – improve the business space offer in the town centre to allow for future growth in the CDI sector, particularly where this can cluster around, or be linked to the museum.
- **Pilot the delivery of workspace/creche space** – Pilot the development of Workspace Creche to enable parents and carers to engage more formally with the CDI sector and growing networks across the borough.

Brockley

3.17 The strength of the digital sector within Brockley and the high proportion of self-employed workers provides a more fragmented CDI economy than experienced in other areas. There

is a need to strengthen networks within the area, and bring self-employed people together. Recommendations for achieving this are:

- **Pilot a network for the self-employed** – Develop a network of and support for the estimated 200 creative and digital self-employed residents in Brockley. This could include some support for growth as we as meet-ups to form an effective lobby for this under-represented group.

Lewisham Town Centre

3.18 Lewisham Town Centre is the largest in the borough, and therefore should strive to epitomise a renewed creative identity for the borough. This means giving careful consideration to amenity and place-shaping within the town centre, to ensure it reflects the overall vision for the borough. Specific actions could include:

- **Pilot delivery of new low threshold space in existing vacant offices** – Lewisham town centre currently has relatively high office vacancies compared to other locations in the borough and London. Bringing these vacancies together through a single supplier, ideally at a lower cost, would act as a single point of access for CDI businesses looking to locate or relocate to the town.
- **Support long term placemaking and improved amenity** – Lewisham's new creative identity needs to be reflected in the placemaking of its largest town centre, attracting CDI firms to the area. An improved amenity offer will set the foundations for developing. This can include the development of a high-quality town centre festival offer, encouragement of independent retail and a re-imagined market.

Catford

3.19 Although CDI activity is currently limited in Catford (outside of the Catford DEK), it is also the area over which LB Lewisham has the most control in terms of long-term development and change. To this end it is important that the future development of Catford considers the role that CDIs will play and how their needs can be accommodated. Recommendations to achieve this include:

- **Embed CDIs into Catford Masterplan** – ensure there is appropriate provision in the Catford Masterplan for the development of CDIs both now and in the future. In particular, this should support the remodelling of the theatre as a centre as a stronger creative hub.

- **Secure freehold opportunities for CDI workspace and artists' studios** – leveraging the expertise of Bow Arts to ensure CDIs are place-makers, not place-holders.
- **Encourage / commission innovation in design and use.** Catford should become the borough's testbed for 'the future town centre' – a place with a distinctive cultural life, of independent retail, and of creative production. A creative and cultural visioning exercise and commissioning programme which establish Catford as a demonstrator for a holistic place of culture and creativity – as per Charles Landry's initial thinking.

Objective 3: Ensure Space is available for CDIs

- 3.20 The availability and affordability of premises for CDIs has been identified by local stakeholders and businesses as a constraint on setting up, or growing businesses within Lewisham. This issue is particularly pronounced in Deptford, New Cross and Forest Hill, which have experienced strong growth in rental values, and very low vacancy levels.
- 3.21 Partners need to think innovatively and differently about space provision, recognising the long-term commercial, economic and social value of creative industries to the area.
- 3.22 Recommendations to ensure space is provide for CDIs includes:
- **Securing the current workspace infrastructure in the face of development and affordability pressures** – ensure that current workspace provision is secured or adequately re-provided, with particular attention to spatial requirements and affordability levels of current business base. A strategy to relocate existing businesses faced with the loss of existing workspace can further ensure that creative businesses remain in the borough.
 - **Focusing on areas of growth (e.g. Lewisham Town Centre, Catford & New Cross) to develop workspace infrastructure suitable for creative & digital activity.** Areas with high levels of development provide the opportunity to deliver new workspace infrastructure supporting creative and digital activity alongside residential and other commercial provision.
 - **Ensure a diversity of workspace typologies to accommodate a range of sectors.** The range of business activity observed in Lewisham is accommodated in a diversity of workspaces meeting businesses' spatial and affordability needs; Creative & digital activity in New Cross & Deptford is mainly accommodated in creative studios and light industrial units, with some office space provision; activity in Brockley in hosted

- **Apprenticeship brokerage programme** - work with partners to increase number of apprenticeships hosted by local colleges in the borough, and reducing the risk to local businesses of taking on apprenticeships.
- Led by Goldsmiths, work with industry, co-design a **creative entrepreneurship programme** for local creative talent – as a key element in the Creative Enterprise Zone.
- **Use creativity as a vehicle to increase engagement and inclusion** – an emphasis on improving the place of Lewisham’s town centres will ensure that Lewisham’s residents are able to participate in the opportunities created by the CDI’s development across the borough. Creativity should be used as a tool for engaging with disadvantaged communities within the borough, and help develop an understanding that creative activity can improve local communities.

Chapter 4

Actions & Next Steps



4. Actions and Next Steps

- 4.1 There are several early stage projects which can provide the foundations for developing CDI activity in Lewisham. Lewisham Council should actively work with the borough's partners and business community to take these projects forward, identifying an appropriate lead in each case.

Readopting and Re-shaping Lewisham's Creative Identity

- Bring together key partners involved in Lewisham's CDI sector to scope messaging to support the development of the Lewisham creative identity
- Identify a local creative consultancy to support the development of the Lewisham brand and messaging
- Identify 20 target CDI SMEs in other boroughs (c 50-150 employees) and approach them about relocation to the borough. Work with Goldsmiths University to identify which are the most relevant, through connections to the Creative Industries Federation and alumni.
- Host initial meet-ups for CDI businesses community under the new brand

Develop Dynamic CDI Clusters

Focus on Deptford and New Cross, with actions to:

- Support Goldsmiths plans for expansion and improvement, empowering them to show greater leadership within the area
- Identify and secure sites for workspace targeted at spin out activities
- Scope potential of interim/pocket residential for graduates who may otherwise be priced out of the area
- Work towards obtaining Creative Enterprise Zone status for New Cross and Deptford

In addition to these:

- Work with key stakeholders in Brockley to scope and pilot a union/network for the self-employed homeworkers
- Map vacant office space in Lewisham town centre and understand the appetite for a new kind of offer

- Ensure Catford Masterplan embeds the role of CDI sector
- Enable Horniman Museum to develop and bring forward workspace proposals

Ensure Space is available for CDIs

- Scope planning policies to secure workspace
- Develop affordable workspace policy

Provide the Talent needed for CDI Community

- Establish creative internship platform
- Identify further business support needs, though enhanced networks and communication with businesses
- Identify and recruit companies willing to offer apprenticeships

Appendix A - Networks and Governance – Good Practice

Creative Cardiff

A University-led network, focused on 'connecting Cardiff's creative communities'. This provides a platform for news and opportunities; membership programme for networking and events; also advocates for culture-led development and investment in the city.

<http://www.creativecardiff.org.uk/>



Nottingham Creative Quarter Agency

An arms-length organisation focusing on connecting and energising the Lace Market / Hockley district. Both Nottingham universities are key partners, alongside a mix of private enterprises, FE institutions, cultural organisations and hubs. There is a big focus on securing property for creative use; leveraging public and private investment for regen schemes (e.g. turning the old Sneinton Market into an active space for cultural production and consumption); and on sector networking.

<http://www.creativequarter.com/about/>



Creative Wallonia, Belgium

This is the closest type of institution to the holistic typed envisaged in Landry's vision for Lewisham. It is a framework programme which aims to put innovation and creativity at the centre of the economy and society in Wallonia by breaking down the traditional barriers between administrative departments and promoting collaborative approaches. It has a focus on innovation, knowledge exchange with HEIs, creative district development and large scale demonstrators - e.g. living labs on social tech, intercultural practice and sustainable cities.



Creative Wallonia

Brighton Fuse

Brighton Fuse was a two-year, £1 million project funded by the Arts and Humanities Research Council (AHRC) and aimed at supporting and enhancing the connections between artists and creative practitioners in the city and the digital, media and technology cluster.

It developed new ways for CDIs to connect with and benefit from research, teaching, training and talent from local universities. It helped to develop more entrepreneurial opportunities for new graduates outside of the normal graduate recruitment fairs and inspired the next generation to seriously think about starting their own business.





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London: 0207 336 6188

Manchester: 0161 234 9910