



Lambeth

# Creative ways to grow.

**Lambeth's Creative & Digital Industries  
Strategy for Growth**



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# Foreword

For the first time the council has taken a look at the current performance and future potential of Lambeth as a creative and digital hub. Our strategy identifies the opportunities and threats; the benefits of growth for our residents, businesses and places; and how we can encourage and support this dynamic sector.

It is the result of truly co-productive work. Over many months we have brought together creative and digital businesses, education providers, trade bodies, young residents, thought leaders and social entrepreneurs. We have explored individual and collective ambitions. We have recognised the challenges and how we might achieve success. Now we have the foundation and commitment to make Lambeth the next destination and, in time, leader for London's creative and digital economy.

Lambeth Council has a pivotal role to play in growing the sector. It has a unique opportunity. We welcome, encourage and work in partnership with businesses and we expect that collaboration to benefit our community. Lambeth has all the right elements to build thriving and sustainable creative and digital clusters. Our strategy is a clear commitment to achieve this aim.

It fits within the borough's Strategic Plan, *Future Lambeth*, which draws on Lambeth's strengths, potential and values to transform its goals into reality. *Future Lambeth* has three priorities: to support inclusive growth, to reduce inequality and to build strong neighbourhoods — making Lambeth a place of 'ambition and fairness for all'.

*Lib Peck*

CLlr Lib Peck  
Leader, Lambeth Council

*Matthew Bennett*

CLlr Matthew Bennett  
Cabinet Member for Planning,  
Investment and New Homes





# Our strategy

Based on evidence-led analysis, our strategy starts by recognising Lambeth's enduring and distinctive character. We celebrate the extraordinary contribution that the creative and digital sectors already make to our borough.

We then identify the challenges ahead and set out clear objectives and actions. Finally, we detail how Lambeth and its partners can work together to drive inclusive growth.



## We are radical

Lambeth has a rich and vibrant history of creative innovation and radical thought.

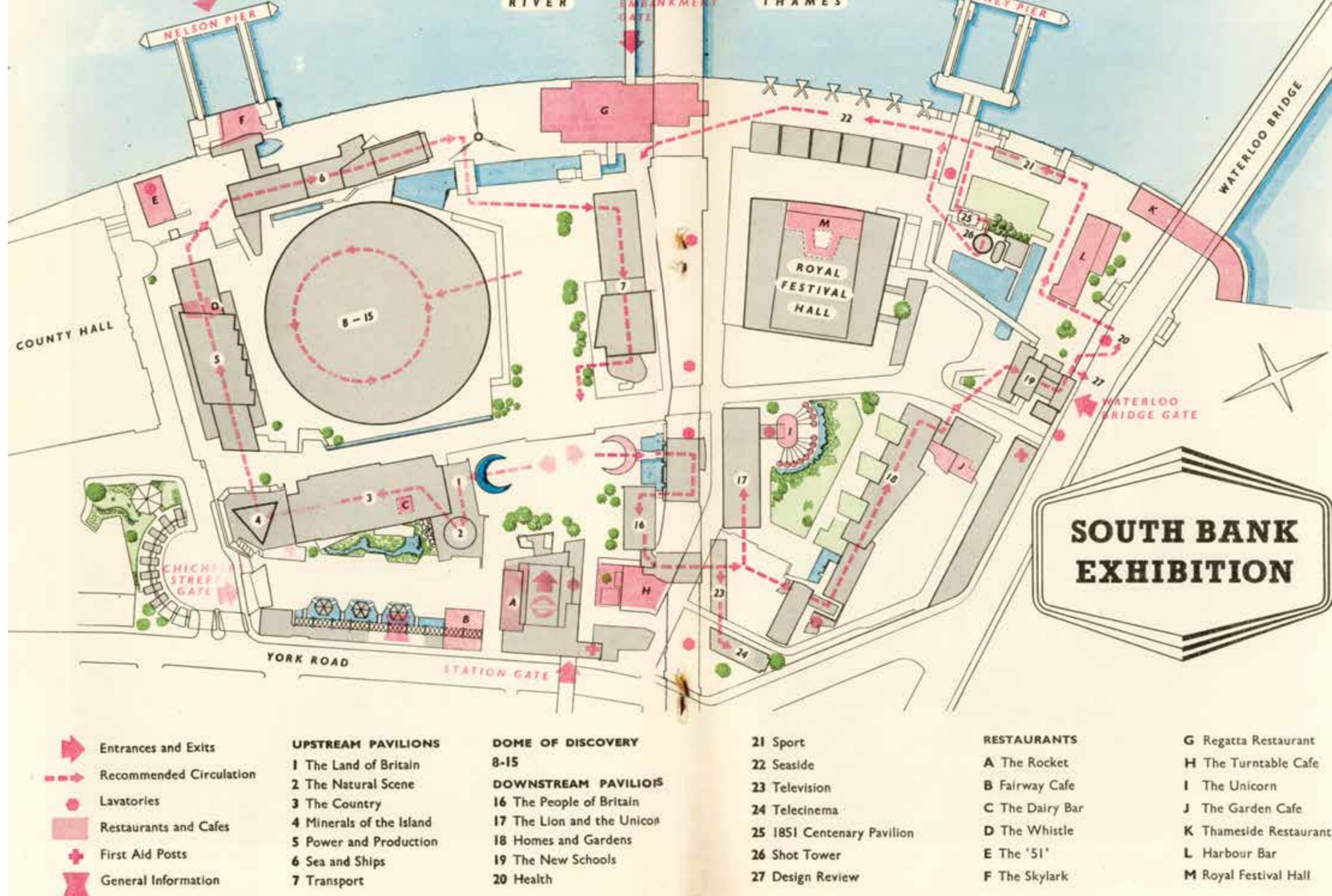
From the writings and engravings of William Blake to the Chartist uprisings of the 19th century, the breathtaking ambition of the Festival of Britain in 1951, to the inspirational cultural imprint of the Windrush Generation and to the surge of dance culture in the clubs of Vauxhall and Brixton — radical ideas have been a continuous thread.

This spirit lives on today — through our grassroots cultural organisations, creative networks like the Brixton Design Trail and UK Black Tech, the WOW Festival celebrating the power and potential of girls and women, and the work of many other creative and technology organisations in the borough.

## We are open

We have a history of openness and diversity.

For hundreds of years, we have welcomed new communities who have left a unique cultural mark on our borough. At least 40 countries have 500 or more representatives (by birth) living in Lambeth. These include strong, multi-generational communities of Portuguese, Black Caribbean and Somali descent who have settled and formed distinctive and visible presences. These communities are hotbeds of cultural activity.



© Lambeth Archives

## We have distinctive, creative places

**Across Lambeth, our places have their own identities, communities and assets.**

Our creative economy plays a huge role in defining these places, and making them great places to live, work and visit.

Community centres and halls on our estates provide the spaces to engage, enable and create cultural programmes with our communities that are brimming with remarkable stories and creative potential.



© Angelica Dass, Migration Museum



Lambeth Country Show



© Benedict Johnson



**South Bank and Waterloo** are home to a world class cultural cluster, with many of London's most important artistic venues and festivals. There is an emerging network of new business incubation spaces in the area.

**Vauxhall** is the cultural centre of London's LGBTQ+ community and has a strong visual arts scene. Local assets including The Royal Vauxhall Tavern, Fire, Vauxhall Pleasure Gardens, Gasworks, Garden Museum and Newport Street Gallery.

**Stockwell**, once the home of Van Gogh, is London's Little Portugal, with thriving community centres and cafés, the Skate Park and Playhouse.

**Brixton** has extraordinary character, heritage, sense of community, and now a buzzing creative economy. The Academy, Black Cultural Archives, Brixton Library and Ovalhouse Theatre provide an ever-changing repertoire.

**Clapham** supports a strong culture, night time and education offer, including Studio Voltaire, Clapham Omnibus, the Bread and Roses, Two Brewers, School of Sound, Clapham Library and Academy of Contemporary Music.

**Streatham's** high street scene includes Italian, African, Indian, Somali, Vietnamese, Lebanese, Japanese and Spanish shops and restaurants. It has arts, film and food festivals, the Hideaway and Streatham Space Project.

**West Norwood** and **Tulse Hill** have established the much loved Feast, Portico Gallery and South London Theatre.

## Fast growth and high value industries...

The creative and digital industries are now widely recognised as important drivers of UK jobs, innovation and growth.

The creative industries are creating jobs four times as quickly as the wider economy. In recent years there has been huge growth in London's digital economy. There were over 7,500 digital start-ups in London in 2016. Some 20% of London's tech companies are high growth. Technological developments like 5G connectivity, augmented reality and artificial intelligence help to sustain the growth and innovation taking place.

As highlighted by NESTA, the focus on creating something new and unpredictable makes creative talent harder to replace with robots and algorithms. As a result, creative jobs are more resilient to automation.

The creative and tech sectors are also increasingly credited with wider economic benefits:

- Enhancing innovation and productivity in other sectors with the business benefits often taking place locally
- Helping to make places distinctive, vibrant and enjoyable — for local people, visitors, and workers
- Engaging young people, many of whom are attracted to careers in the creative and tech economy

## ...already making a significant contribution

Lambeth's creative and digital businesses provide 22,000 jobs and generate £1.8bn Gross Value Added (GVA) for the economy.

They provide significant support and fuel growth in other parts of our economy — particularly the visitor and night time economy which are one of the borough's key strengths.

Within Lambeth, growth is taking place in a wide range of creative and digital sectors — particularly design, fashion, craft, creative tech (including games), film and TV, publishing, and advertising.

SINCE 2010, THE GVA GENERATED BY THE CREATIVE INDUSTRIES HAS RISEN BY 45% TO £91.8 BILLION

**£91.8bn**

**7,500**

IN 2016 LONDON HAD MORE THAN 7,500 TECH START-UPS

A NUMBER OF LONDON'S TECH COMPANIES ARE 'HIGH GROWTH'

**20%**

**22,000**

22,000 JOBS GENERATED BY LAMBETH'S CREATIVE AND TECHNOLOGY BUSINESSES

30 MILLION VISITORS PER YEAR TO THE SOUTH BANK — HOME TO INTERNATIONALLY RENOWNED CULTURAL INSTITUTIONS

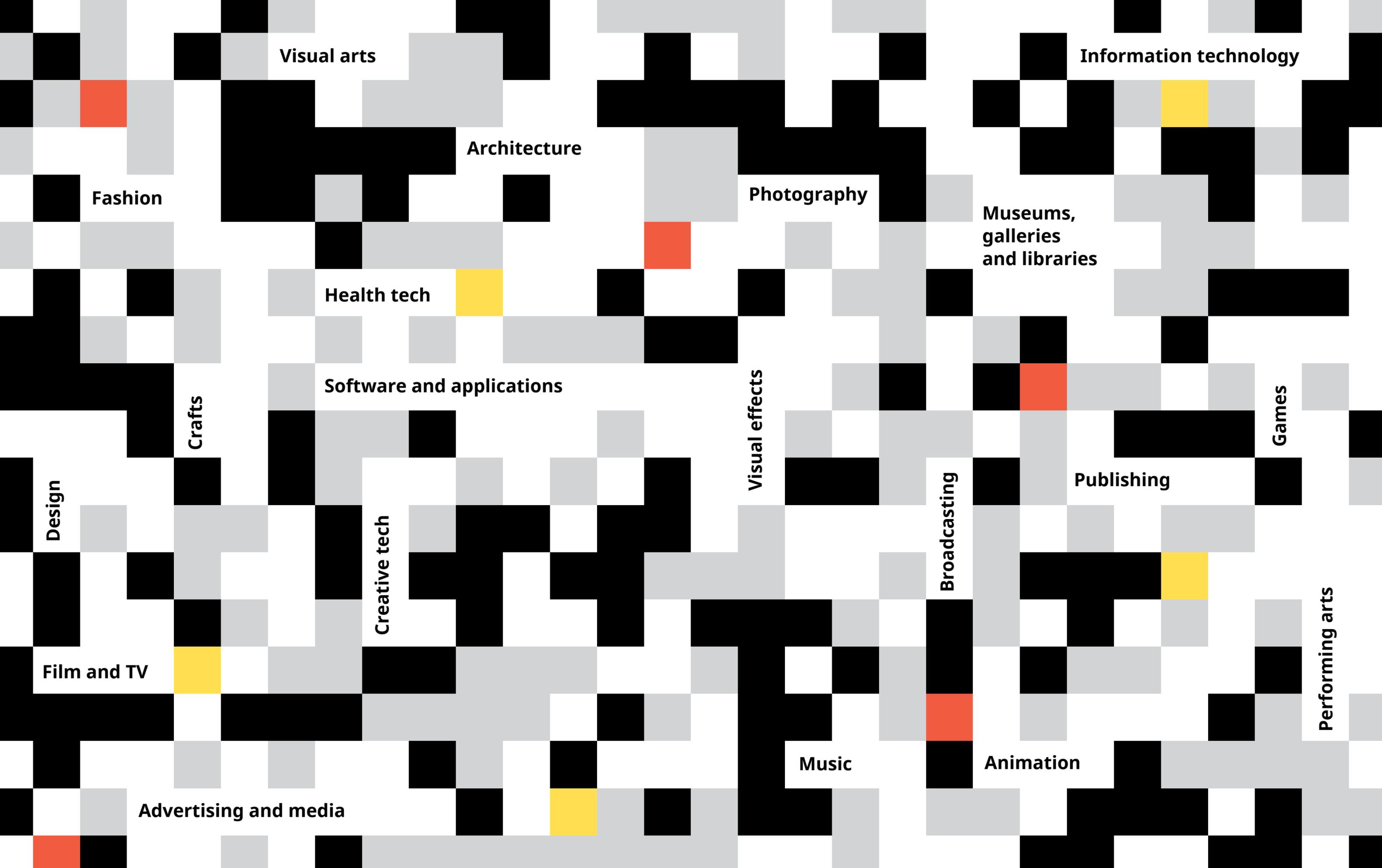
**30m visitors**

**21 NPOs**

21 ARTS COUNCIL NATIONAL PORTFOLIO ORGANISATIONS IN THE BOROUGH

£1.8 BILLION GVA GENERATED LOCALLY BY LAMBETH'S CREATIVE AND TECHNOLOGY BUSINESSES

**£1.8bn GVA**





# Building on our strengths

We are at the forefront of artistic excellence and creative innovation. Lambeth's creative and digital innovators have created work that is celebrated and enjoyed across the globe.

Our strategy highlights the diverse range of artforms, disciplines and activities that thrive in the borough.



© Rambert

## Performing Arts

**South Bank and Waterloo are home to the world's most pre-eminent cultural cluster.**

Together, the Southbank Centre, National Theatre, BFI, Rambert, The Old Vic and Young Vic draw over 30 million visitors a year, and have consistently delivered outstanding creative experiences for generations. At Rambert, dancers are trained in Lambeth and tour the world.

The Vaults is London's home for immersive theatre and alternative arts, set in a maze of tunnels underneath Waterloo Station. The Vaults Festival, ran by Heritage Arts, is now London's largest arts festival and is earning comparisons with the Edinburgh Fringe. In fact, fantastic support for new theatre talent can be found all over the borough — at Ovalhouse, Streatham Space Project, Omnibus Theatre and South London Theatre amongst others.



**SINCE THE FIRST PUBLIC PERFORMANCE AT THE OLD VIC IN 1818**



© Marks Barfield Architects



© BBC & Dalton Maag

## Architecture

**Lambeth's architecture practices include Marks Barfield, David Chipperfield, DHDSA, Martha Schwartz, new arrivals Squire & Partners, Carver Haggard and many other high quality smaller practices.**

Architecture practises in the borough have designed buildings and public spaces of world renown — the London Eye, the Neues Museum (Berlin), Christ's College (Oxford), Place de la Republique (Paris). Of the last ten Stirling Prizes, two have gone to buildings in the borough and one to a Lambeth-based architect.



**LAMBETH-BASED BUILDINGS AWARDED STIRLING PRIZES**

## Design

**Lambeth-based designers produce work of beauty, purpose, and incredible reach.**

Working from his studio in West Norwood, ceramicist Edmund de Waal has received international acclaim for his work, recently collaborating with choreographer Wayne McGregor on stage design for the Royal Opera House. The latest Sam Smith album cover was designed by Studio Moross — led by Stockwell-based designer Kate Moross. Google, Amazon, Intel and Nokia have more than technology in common — they've all sought out type designers Dalton Maag in Brixton for finely-crafted typefaces.

Every year, the Brixton Design Trail showcases Lambeth's design talent in buildings and open spaces — such as the fantastic 'Flash Crossings' by Eley Kishimoto and Dolman Bowles.



© Fire

## Music

**From the classic club scene of the Fridge, to Rock against Racism; encompassing everything from Reggae and Dance to Hip Hop and Grime, Lambeth continues to provide a home for performers and venues at the forefront of the UK's musical fame.**

Vauxhall is home to London's biggest LGBT+ club scene; Brixton boasts The Academy, The Electric, Phonox and Club 414; and Streatham the award-winning Hideaway jazz club. The Southbank Centre has four resident orchestras, including the London Philharmonic Orchestra, performing around 100 concerts a year. Music is heard in Lambeth's streets and markets, outside its tube stations, and behind the doors of some of the world's most important venues. Music is part of our heritage and our future.



UsTwo Games

## Technology

**Companies in Lambeth have been at the forefront of technology in the past and will be into the future.**

IBM has held a major presence in Lambeth since 1951 and continues to innovate, as demonstrated with the Watson technology which uses machine learning to enhance business processes. As the largest CDI growth sector in recent years, the borough is home to earlier stage technology-driven companies — including the outstanding Citymapper, a public transit app and mapping service with global reach.

UsTwo Games — the Stockwell-based studio behind Monument Valley, were visited by fan Apple CEO Steve Cook in 2017. Apple is due to take up a major office presence in neighbouring Battersea in 2019. Whilst Guy's & St Thomas' Charitable Trust has shown its belief in the power of technology to drive healthier lives through the creation of The Health Foundry — London's first workspace dedicated to health-tech start-ups.



**IBM HAS HELD A MAJOR PRESENCE IN LAMBETH SINCE 1951**



© Beano Studios / CBBC / Jellyfish Pictures



Hayward Gallery

## Film and TV

**The film and TV industries have significant potential for growth in Lambeth.**

Anchored by the British Film Institute (BFI) on the South Bank, the borough is seeing increased demand from film and TV companies. Beneath Coldharbour Lane, animation and VFX gurus Jellyfish Pictures work on the next Star Wars movie, and now have 3 studios within the borough.

Behind the scenes, Hilary Wili, Clapham resident and dressmaker to the stars, cuts and sews creations worn on the sets of *Doctor Who* and Oscar winning film *Gravity*. B3 Media, a groundbreaking business running 'Talent Labs', provides innovative support to BAME talent to become film directors and script writers. Iconic Steps, a social enterprise hosted by the BFI, provides cost-effective training and routes to employment in film.

## Visual Arts

**Underpinning our strong visual arts scene is a community of organisations providing a platform for artists to flourish.**

Organisations including Gasworks (Vauxhall), 198 Contemporary Arts & Learning (Herne Hill), Artist Studio Company (Brixton) and ACME (Stockwell and West Norwood) provide studio space for artists at substantially below market rents. Their support has launched the careers of many successful local artists.

Bringing art outdoors is a local passion. Studio Voltaire recently brought the hugely popular 'Rainbow Aphorisms' for Art on the Underground project to life, estimated to have reached 36 million people across the underground network. The council and Brixton Design Trail collectively ran a design competition to develop detailed proposals for signage and a gateway feature at the Brixton Road Rail Bridge. The winning designers are now working with key stakeholders to create a new, highly visible, welcoming and creative feature on both sides of the gateway bridge.



ActionSpace



© Lambeth Music Service

## Mission-driven Creatives

**Lambeth's mission-driven creative practices put inclusive growth at the forefront of their work.**

The borough has 21 Arts Council National Portfolio Organisations (NPOs) — charities making an outstanding social contribution to enabling cultural excellence and widening participation. ActionSpace is a sector-leading NPO. Working in conjunction with organisations such as the Royal Academy and National Portrait Gallery, Clapham-based ActionSpace makes a professional career in the arts a realistic option for talented artists with learning disabilities.

Livity has become one of the UK's most respected agencies with local young people central to its growth. Champion Agency is a social enterprise which exists to champion those who make a positive impact. Above the bustling market stalls and restaurants of Brixton Village, Photofusion — London's largest independent photography resource centre, works with socially excluded young people. Re-present Radio, a talent incubator and the UK's only youth-led FM radio station is now the 'go to' place for media companies looking for young talent.

**21**

**ARTS COUNCIL NPOS  
RESIDING IN THE  
BOROUGH**

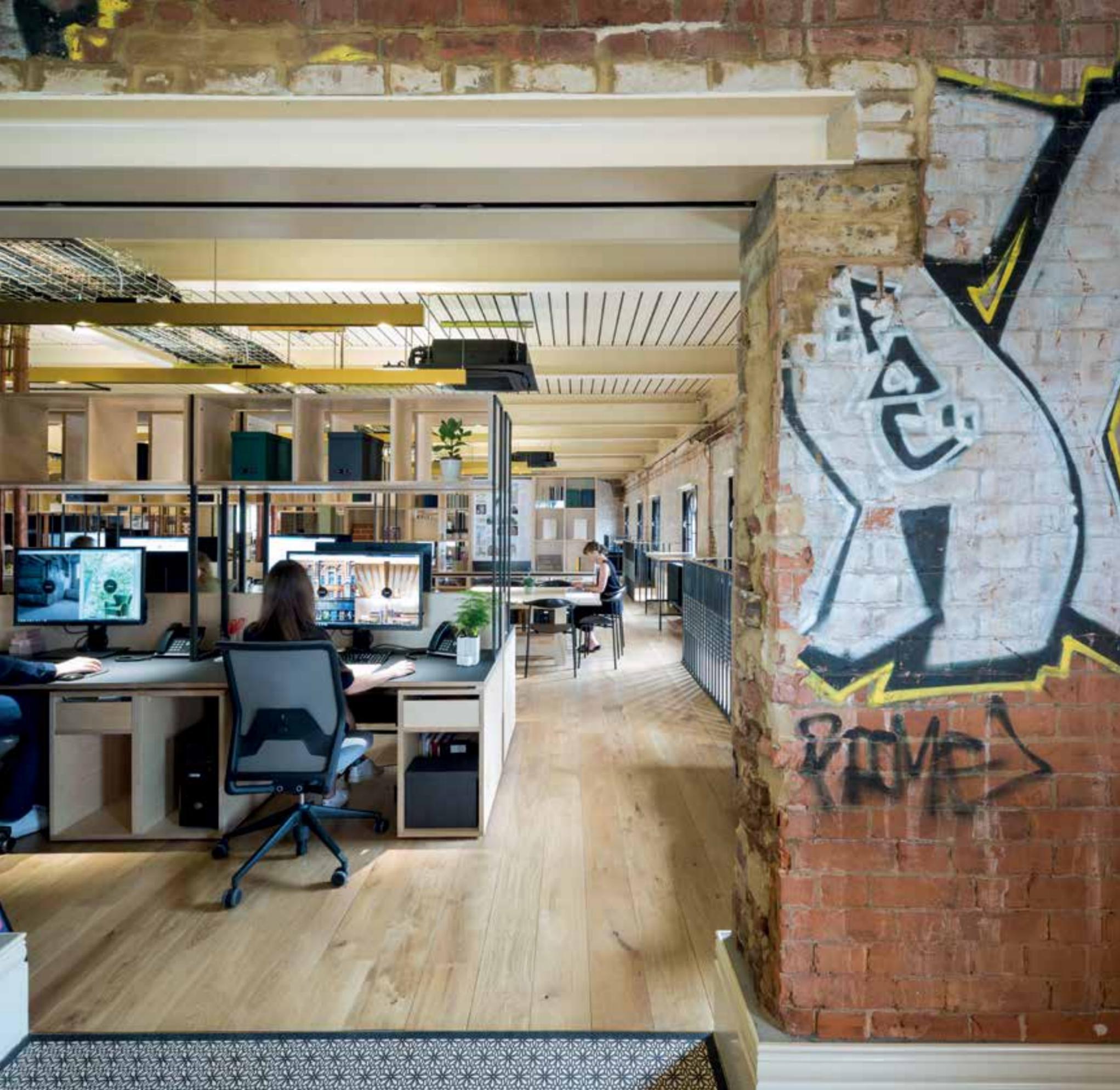
## Creative Education

**The role of the education sector is sometimes underplayed in the remarkable creative output of the UK.**

Lambeth has high-achieving primary and secondary schools and several have long-standing track records of collaborating with creative and technology employers. Organisations such as Raw Material, the London Connected Learning Centre, and Lambeth Music Service provide extra-curricular work for young people.

In the Further Education sector, Morley College is one of London's longest established providers of creative education, and Lambeth College supports the development of hundreds of local students. South Bank Engineering UTC focuses on allowing students to apply their own creativity, imagination and ideas in an engineering context. A minute's walk from Clapham Common, the Academy of Contemporary Music stands as one of the most effective routes into the music industry.

Lambeth's creative and technology businesses are able to draw on the world class higher education system across London. Locally, King's College London, London South Bank University, and London College of Communication support thousands of people to gain a first-rate creative Higher Education.



# Meeting the challenges

This part of the strategy highlights the challenges we face in order to safeguard and grow more extraordinary creative and digital clusters in the borough, and to achieve our aim of inclusive growth.

## CHALLENGE 1

# Creative and digital businesses need proximity and work in clusters

**Creative and technology businesses of all sizes like to concentrate in clusters. The proximity and agglomeration benefits provide competitive advantages — a critical mass of talented workers and creators, access to clients, opportunities for collaboration, knowledge sharing and socialising.**

In addition to a good supply of key workspace typologies (as described below), strong creative clusters are also made up of other important programmes and institutions such as sector-focused business networks and accelerators and universities — providing knowledge spillovers and innovation.

A strong place identity, with a cultural and night-time economy offer, has also been a key factor in the development of major creative and digital clusters. London's largest creative and digital clusters — Soho and Tech City, have grown into world-class business destinations through a combination of these factors.

Lambeth has many of the key attributes desirable to creative and digital businesses. Local property agents, workspace providers, and the council's inward investment service are experiencing high levels of demand. This demand is coming from start-ups, growth companies, artists, as well as large scale SMEs and creative institutions wishing to relocate or expand in the borough.

But despite this demand, the creative and digital sectors have not grown as fast as in many other London boroughs.

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'BIDs, universities and other sector support bodies can work with the council to build the strength of creative and technology business networks; compete for business support funding, and attract accelerator programmes to the borough'  
Lambeth CDI Study 2017

THE CREATIVE INDUSTRIES CURRENTLY MAKE UP AROUND 8% OF TOTAL EMPLOYMENT IN LAMBETH, BELOW THE LONDON AVERAGE OF 12%.

## INSIGHT

# Developing the innovation ecosystem for health-tech

Lambeth is home to some of the UK's most important health providers and teaching hospitals — Guy's & St Thomas' and King's College London (KCL). These centres of expertise and innovation in Waterloo and Denmark Hill have significant capacity for expansion. The council is working with the Guy's & St Thomas' Charity and KCL on masterplan projects which will guide the development of major new R&D and commercial health clusters.

Guy's & St Thomas' Charitable Trust recently invested in the creation of a new health-tech business incubator — The Health Foundry. They have recently been joined by HS — a health-tech accelerator that builds and scales tech start-ups to tackle global health issues. Providing a combination of space, intensive business support, mentoring and access to capital, their first accelerator received hundreds of submissions from entrepreneurs.

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'Our university has recently won several funding awards to provide business support and innovation programmes for creative and technology businesses in Lambeth'  
Janet Jones,  
Dean of the School of Arts and Creative Industries, London South Bank University

THE DIGITAL INDUSTRIES MAKE UP 4% OF TOTAL EMPLOYMENT IN LAMBETH, BELOW THE LONDON AVERAGE OF 6%.



## CHALLENGE 2

# A lack of workspace is limiting Lambeth's potential for cluster development

**Low levels of commercial space are the critical factor limiting growth of the creative and digital economy in Lambeth. The growth of Lambeth's creative and technology driven employment has been lower than many other central London boroughs.**

Whilst other areas in London have seen an expansion in commercial floorspace, Lambeth has seen major losses of space — 200,000 sq m over the past 5 years, especially in north Lambeth, Brixton, Clapham and Streatham. The Government's relaxation of planning laws through Permitted Development Rights has been a major driver of losing commercial space to residential use, accounting for 60% of all losses.

Lambeth has a lower stock of space than locations within Central London including Southwark, Camden and Islington. Vacancy rates are also significantly lower than in other comparator boroughs.

In response to the issue, Lambeth has introduced an 'Article 4 Direction' which came into force in September 2017. This has removed the 'Permitted Development Right' in the whole of Brixton town centre, a series of sites in Clapham and ten industrial areas.

**LARGE SCALE WORKSPACE PROVIDERS THE OFFICE GROUP AND WEWORK ARE LAUNCHING THEIR LARGEST UK SPACES IN THE BOROUGH**



Tintagel House, The Office Group

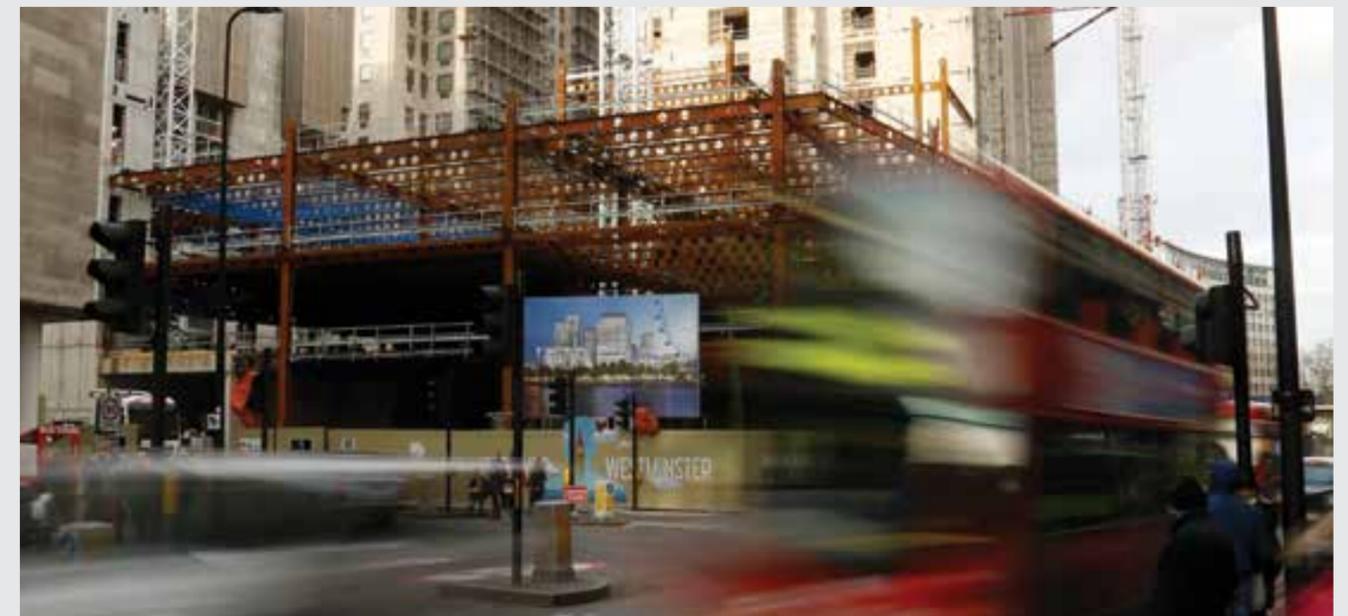
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**'The types of workspace required in Lambeth vary significantly—from new grade A office space to co-working, incubators, makerspaces and artist studios.'**  
Lambeth Creative & Digital Industries Study 2017, BOP Consulting and GVA

Our research tells us that local workspace providers are experiencing high levels of demand from CDI businesses of all sizes to locate in the borough — particularly our growth areas. Increasingly, large creative and digital companies want to co-locate in areas where there is a large and visible small business and start-up business community.

In terms of new workspace development, there are positive signs of a shift in the right direction. A new wave of development activity in Lambeth is starting to provide an opportunity to increase the supply of appropriate workspace of all types. Our Commercial Development Pipeline Report identifies 24,000 sq m of (net) space under construction, the first time there has been a positive net position for B1a space. In addition to this, construction starts for new commercial space have recently been higher than comparator boroughs.

Large scale workspace providers including The Office Group and WeWork have recently opened new large scale facilities for CDI business in the borough and have future expansion plans. Smaller scale workspace projects recently established or in the pipeline are beginning to shape a stronger start-up ecosystem in Lambeth.

Increasing commercial values present positives and negatives for Lambeth's CDI sector. Developers are more likely to bring new commercial space to the market, increasing supply — an essential factor for Lambeth. But, as found all over London, higher values put increasing cost pressure on some important creative industry sub-sectors important to the fabric and supply chain of Lambeth's wider economy.



Southbank Place, during construction



© Carver Haggard

**INSIGHT**

## Improving space for the creation of visual arts, industry skills training and the community

### 198 Contemporary Arts and Learning (198 CAL)

A centre for visual arts, education and creative enterprise, 198 CAL's mission is to nurture and support the career of emerging, under-represented artists and to advance public interest in the visual arts. Working in partnership with Raw Material Music and Media, Photofusion and Hatch Enterprises, 198 CAL has successfully raised £475,000 from the Mayor of London's Good Growth Fund, towards their £1.1m target to redevelop their current site in Herne Hill, tripling the current space available.

Across three floors, the new building will provide exhibition and community space, a floor dedicated to creative skills, education and enterprise under the 'Factory' banner and new studio space for creative industry start-ups and freelancers.

198 CAL's work is framed by local communities and the history of the Brixton uprisings. It was recently granted National Portfolio Status by Arts Council England which guarantees the core artist programme for at least the next four years, and is a key partner on the Next Generation initiative.

I'd never thought of Brixton as an office location until I looked around with a different mind-set and thought – this is a fantastic place to work' Michael Squire, Senior Partner, Squire & Partners

**INSIGHT**

## Increasing demand from large scale creative businesses to locate in the borough

### The Department Store and Squire & Partners

Architectural practice Squire & Partners recently moved its 250-strong team to Brixton from King's Cross, marking the first large professional services organisation to relocate to the town centre. Purchasing a dilapidated Edwardian department store, it has entirely reimagined the space, allowing the existing fabric and layers of history to inform the new design for their head office.

The development also involved creating a new ground floor restaurant, Canova Hall; a refurbishment of the former fire station and stables, providing a new location for Brixton Post Office, and three units for small businesses. One of the small units has provided space for an independent Brixton record shop to relocate and expand. The Department Store provides new events and meeting spaces in the heart of Brixton, addressing a gap in network spaces for Lambeth's creative economy.

Squire & Partners is part of a growing trend of creative organisations, large and small, who are looking to locate in the borough.



© James Jones

### CHALLENGE 3

## Affordable workspace must be expanded and safeguarded in order to support cluster development and inclusive growth

**Affordable and supportive workspaces (e.g. artist studios, business incubator and accelerator spaces) are an integral part of London's strong ecosystem for creative and technology innovation.**

Research by the GLA and the Lambeth CDI Study 2017 highlights that the borough currently lacks the critical mass of affordable and supportive workspace facilities required to support significant cluster growth.

As witnessed in many parts of London, the cost of workspace has risen sharply for some businesses. The lack of supply exacerbates the issue. Whilst the cost of commercial property remains lower in Lambeth compared with major creative and digital clusters such as Soho and Tech City, affordability is a major concern for many creative and technology companies.

Affordable workspaces can take many forms. Artist workspaces are typically run by charitable organisations, providing spaces for visual artists at rents of between £10–18 per sq. ft. The stock of affordable artistic workspace has been dwindling (a London wide trend) with Lambeth-based workspace providers operating huge waiting lists for space. These spaces are crucial for artistic experimentation.

Business incubation and accelerator spaces (e.g. Health Foundry, Build Studios) are a very important component of London's burgeoning ecosystem for the creative and tech sectors. These spaces cater to pre-start, start-up and early stage businesses, often providing enhanced business support and below-market co-working space for companies before they scale up and move on to open-market workspace.

In London's highly prized and dynamic property market, temporary space projects like Pop Brixton are also a highly effective way of maximizing opportunities to support inclusive growth.

There are several ways the council and local stakeholders can act to safeguard and grow the stock of affordable and supportive workspace in the borough — for example:

- Major local organisations can host creative organisations that need affordable space on a short or long term basis (e.g. the BFI hosts the early stage social enterprise Iconic Steps).
- Large businesses and cultural institutions in the borough should consider the potential to join the growing movement of companies founding new accelerator programmes to support innovation in their sectors — following the lead provided by Disney, Google, Telefónica, Ordnance Survey, Cisco and others.
- The Mayor's draft London Plan is set to bring forward a stronger policy emphasis on affordable workspace. The council has contributed to new policy development at a London level through the Mayor's Workspace Advisory Group. The revision of our Local Plan provides the opportunity to develop locally-g geared affordable workspaces that positively respond to new London Plan policies.
- The Lambeth Creative and Digital Industries Study 2017 highlights a set of property assets owned by the council in strategic locations that can be transformed to provide both temporary and permanent workspace facilities.
- The council is proactively seeking out accelerators and affordable workspace providers who could potentially locate in the borough and assisting their search for space.

'Affordable workspace projects such as Granby Space, The Foundry, Waterloo Works, LJ Works, Studio Voltaire and 198 CAL are important in developing Lambeth's creative and technology ecosystem'  
Lambeth CDI Study 2017

WITHIN LAMBETH, ASKING RENTS HAVE INCREASED BY AROUND 45% OVER THE LAST FIVE YEARS. BUSINESS RATES HAVE INCREASED BY AN AVERAGE OF 36% SINCE THE GOVERNMENT'S RECENT REVALUATION. 51% OF BUSINESSES SURVEYED SAY FINDING AFFORDABLE WORKSPACE IS A CHALLENGE.

Lambeth CDI Study 2017

THE LAMBETH CDI STUDY 2017 RECOMMENDS THE COUNCIL BRINGS FORWARD AND TESTS A NEW AFFORDABLE WORKSPACE POLICY IN THE LOCAL PLAN

'The agglomeration of business incubation and affordable workspaces is fundamental to a first-class environment for business growth and innovation'  
John Spindler, CEO, Capital Enterprise



Pop Brixton

LAMBETH'S PROGRAMME OF SUPPORT FOR AFFORDABLE WORKSPACE WON THE FEDERATION OF SMALL BUSINESS AND LONDON COUNCIL'S AWARD FOR 'BEST PROGRAMME OF SUPPORT FOR SMALL BUSINESS'.

POP BRIXTON DELIVERS AFFORDABLE SPACE TO 47 INDEPENDENT BUSINESSES SUPPORTING 200 JOBS, 5,800 VOLUNTEERING HOURS AND £9M PER ANNUM FOR THE LOCAL ECONOMY.

Economic Impact Assessment, Regeneris 2018

## INSIGHT

# Key opportunities to encourage CDI growth and clustering

The Lambeth CDI Study 2017 highlights several buildings and sites in close proximity to each other, which can help to build the critical mass required for significant cluster growth. Across our main growth areas, some of the key new opportunities for supporting CDI growth include:

### Brixton

The council is using its own buildings in the town centre to provide much needed space to bring forward an exciting range of CDI focused spaces. The refurbished Town Hall basement is home to Tripod, a 500 sq. m. workspace for creative and tech organisations. International House, a 4,000 sq.m. office building recently vacated by the council, has been leased to 3Space for the next 5 years to operate as one of London's largest affordable workspaces - providing space for both early stage and larger, more established SME's in the CDI sectors. The Brixton Rec has a 1000 sq. m. space used for storage, where the council is exploring feasibility to create a cutting-edge maker space and deep tech lab. Beyond council-owned assets, Lambeth will be working with key local landowners including Crown Properties and Squire & Partners to see how their buildings can increasingly become focal points for CDI related events and business networking activity.



The Department Store © James Jones



Emerging designs of Waterloo Works, subject to planning approval © alma-nac (www.alma-nac.com)

### South Bank & Waterloo

Bourne Properties, a major local landowner, has recently refurbished Capital Tower and Mercury House providing high quality space geared towards the CDI sectors. WeWork, already a major provider of space to CDI business, is set to open their largest workspace in their global portfolio at Southbank Place. The council's inward investment team has a role to play alongside South Bank BID in working with these key local property owners to generate awareness and the pipeline of new CDI occupiers to these spaces, and to build business networking opportunities amongst them.

A cluster of business incubation spaces has formed over the past 18 months at Granby Place, Build Studios and The Health Foundry. At 30 Wootten Street, the council has been working alongside London South Bank University and London College of Communication to develop a new workspace and business support space concept — Waterloo Works. With a funding commitment from the Mayor, Waterloo Works aims to launch in early 2019.

## Vauxhall

Already home to a thriving visual arts cluster, Vauxhall is set for a much-needed boost in the volume of CDI geared workspaces. The Office Group, London's most successful home-grown workspace company, has recently opened its largest new building at Tintagel House. Workspace Group, the borough's largest workspace provider, has also communicated its ambition to grow its presence in the area. The council will continue to secure new commercial floorspace on major schemes in the pipeline — at Albert Embankment, the Island Site and elsewhere. 303 Kennington Lane provides the setting for a new Archives Centre for Lambeth, which can become a significant new cultural asset for the area.

## Elsewhere in the borough

The council is developing 'LJ Works', a new affordable workspace facility in Loughborough Junction for artists, makers, and independent food businesses. We are supporting creative organisations including Studio Voltaire in Clapham and 198 Contemporary Arts & Learning on fundraising efforts to expand their creative workspace facilities. Research has also commenced to establish key opportunities for commercial growth and workspace development in Streatham and the West Norwood Commercial Area.



## **INSIGHT**

# Support for affordable workspace through the planning system

**Planning policy, expressed in our Local Plan, is one of the council's most important tools in protecting and encouraging new affordable workspace.**

In response to the Government's relaxation of planning laws, Lambeth has successfully introduced an Article 4 Direction for Brixton town centre, parts of Clapham and all of our 'Key Industrial Business Areas' — an important step in ensuring there are no future net losses of commercial space in these areas. The council has also used the planning system to secure affordable workspace, such as Build Studios — an affordable workspace for architecture and built environment companies established by WeAreWaterloo BID. This was enabled through a planning agreement securing low-cost space with the developer Urbanest.

Scaling up Lambeth's ability to safeguard affordable workspace in new development would require a new policy within our Local Plan. Our Local Plan Issues and Options consultation (December 2017), included affordable workspace as a key topic, highlighting the potential need for new policy approaches to secure affordable workspace in some parts of the borough where need is greatest. The council has drafted wording for an affordable workspace policy and has tested development viability impact as we prepare to revise our Local Plan in 2019.



#### CHALLENGE 4

## Lambeth's digital connectivity must improve through a concerted effort across the city

Across the world, cities are engaged in building and enabling fibre infrastructure to provide city-wide, hyper-connected environments.

These networks are required to cope with the rapid growth in data consumption and connected devices including utility assets, street lighting, traffic signals and CCTV. Cities such as New York, Hong Kong and Stockholm have leveraged their networks to foster fibre-based services, either directly, or through partnerships with local providers. They have used these new services to support economic development, education, healthcare and other community functions.

Access to faster, more consistent broadband speeds will provide a powerful platform for business growth and improved productivity. It enables businesses to take advantage of digital tools, use the internet to be more efficient and effective, and reach new customers and markets online.

London's economic productivity and competitiveness faces a significant threat from poor digital connectivity. Londoners and SMEs are suffering from 'not-spots', 'digital deserts' and a lack of fibre connections. Across Europe,

London also performs poorly, ranking 26 out of 33 capital cities in 2014 for its average download broadband speed.

Compared to other London boroughs, Lambeth ranks among the lowest for broadband speeds, just above Southwark and Westminster. At 13.2Mbps, Lambeth's average download speeds are significantly lower than the national average.

The UK Digital Strategy aims to boost the UK's world-leading digital sectors and overcome barriers to growth and innovation, creating more of the highly-skilled, highly paid jobs of the future. The need for better digital infrastructure is also a key priority for the Mayor of London, and business groups including London First.

A part of the council's CDI Strategy is to play an increasingly active role in funding proposals and lobbying efforts to ensure Lambeth's interests are best represented at a London and national level. There is also a benefit to greater engagement with neighbouring boroughs to learn from and share best practice.

#### INSIGHT

## Joint efforts to address the connectivity problem

**There is an increasingly active and coordinated lobbying effort at a London level to secure investment in better broadband infrastructure.**

At a borough level, there are also new examples of best practice (e.g. the Connected Westminster project) where councils and other stakeholders are coming together to tackle the issue.

Lambeth has begun to engage with London-wide initiatives, and recently contributed to a major funding application led by Transport for London for £19m of Department for Culture, Media and Sport funding for Gigabit connectivity to some of Lambeth's key workspace initiatives and public buildings.

**BROADBAND SPEEDS ARE A CRITICAL ISSUE FOR MANY BUSINESSES — AND AN IMPORTANT CONSIDERATION FOR 86% OF BUSINESSES SURVEYED WHEN CHOOSING PREMISES.**

Lambeth CDI Study 2017



## CHALLENGE 5

# Lambeth's culturally rich and authentic character must be protected and enhanced

**Lambeth is not homogeneous. We want to keep it that way. Protecting and enhancing the cultural infrastructure underpinning our creative economy is a crucial part of our strategy.**

Lambeth's cultural offer contributes to successful town centres, and helps create places where people want to live, work and visit. Culture is a key driver of tourism, a major earner of GVA. Exposure to culture stimulates creativity in individuals and workers — increasingly important in a knowledge-based economy.

The Greater London Authority is set to publish a Cultural Infrastructure Plan during 2018 to provide further data on the supply and demand for performing arts and other cultural space types. The Cultural Infrastructure Plan will also provide examples of best practice for

securing below-market performing arts space. This comes in response to the decline at a London (and Lambeth) level of the number of live music venues, pubs and clubs — the backbone of night-time culture. The proportion of night-time economy employment in Lambeth is around three times the national average.

The council is already active in supporting the evolution of Lambeth's night cultural offer, for example:

- The Old Vic's capital plans include restoration and upgrade of the historic theatre and a new annex with dedicated education and community space and a new café bar
- Ovalhouse Theatre will get a new home within Brixton Town Centre through the council-led Somerleyton Road development
- The Streatham Space Project brings



© Benedict Johnson

a new performing arts venue to the south of the borough, secured through the planning process

- Our Business Rates Hardship Fund has provided relief to a growing performing arts venue in Waterloo.

We are working closely with the GLA on the Cultural Infrastructure Plan and, when published, can use this to support further analysis and development of potential responses to support cultural infrastructure in the borough. For example, by considering the need for performing arts spaces to be one of the range of spaces which could be brokered through an affordable workspace policy.

There is also great potential for new outdoor cultural programming to support investment in the borough. Local organisations such as Bureau of Silly Ideas is recognised nationally for its work, injecting art and surprise into everyday spaces, housing one of the largest

dedicated Outdoor Arts spaces in London through their workshop and studios they are integral to the development of this growing sector. Cultural programming should be undertaken in partnership with local people. Drawing on the lived experience and stories of Lambeth's communities, cultural programming can also help tackle inequality and enhance a sense of personal and community identity.

Within Lambeth there is great potential for more collaboration between local community groups, and both small and large scale cultural organisations. The strategy urges our large cultural partners to take world class content to new places in the borough and to enable local communities to help shape these experiences. Our Business Improvement Districts are also key to this agenda, and are committed to enhancing their investment in cultural programming in the coming years.

Through our London Borough of Culture bid — *Radical Hearts, Open Minds*, communities helped to bring forward many creative ideas for how cultural programming in the borough could support placemaking and inclusion. Whilst the delivery of many of these ideas will require further fundraising efforts, the *Radical Hearts, Open Minds* document provides a blueprint for exciting new projects to keep Lambeth culturally rich.

**LOCAL CULTURAL LIFE IS CRUCIAL TO CDI BUSINESSES SURVEYED, 61% IDENTIFYING THIS AS IMPORTANT IN THEIR LOCATION DECISION.**

Lambeth CDI Study 2017



Lambeth Country Show

## INSIGHT

# Celebrating creativity and place identity

### Brixton Design Trail (BDT)

Founded in 2014, BDT is an extensive network of multi-disciplinary talent based in and around Brixton. It hosts an annual week-long cultural take-over of central Brixton to showcase the best creative work south of the river during the London Design Festival (LDF).

BDT's mission is to put design into the everyday wherever possible, to open minds and offer a different perspective. Local surroundings are used as a canvas to celebrate local identity and inspire fresh creative thinking around powerful themes. In a strong collaboration with the business community, designers take up residence in shops, bars and restaurants for a series of pop-up exhibitions throughout the indoor markets and in neighbouring streets. Installations are produced in a diverse range of locations in the public realm, from railway arches and bridges, to leading cultural organisations like the Black Cultural Archives.

The week drives footfall and spend in local shops, supports community engagement and learning, and beyond the week cements Brixton's reputation as a creative business destination.

BDT is driven voluntarily by a collective of local businesses, and supported by Brixton BID and the council.



© Luke Forsythe



## INSIGHT

# Using culture to support the wider business community

### Vauxhall Cultural Programme

In 2017, a partnership between Vauxhall One BID and Lambeth Council brought a programme of cultural events to Vauxhall. The programme aimed to change perceptions about events in the area and how people think of Vauxhall as a destination, provide more activity for the office community, and encourage new visitors to the area in the early evening and at weekends.

The programme involved increasing the range and diversity of cultural programming in the area by facilitating regular free, fun and inclusive activities. These were developed by a cultural programmer and delivered in partnership with professional arts organisations, local partners, businesses and cultural institutions. Activities included Salsa classes and Summer Film Screenings, Bearpit Karaoke, Christmas choirs and Brilliant Vauxhall; a two day atmospheric exploration of light through the use of fire, light guided story-telling, interactive installations and light projection by some of the UK's most respected outdoor arts organisations.

The target number of visitors for the pilot year was 3,000. This was exceeded with total audiences of over 5,600, with many events being attended by local residents, visitors and the office community. Bearpit Karaoke and Brilliant Vauxhall were also successful through social media and press channels, increasing the profile of the programme significantly. Vauxhall One BID and Lambeth Council are continuing to work together to build on the successes of the programme.

## CHALLENGE 6

# Inequality in the creative and digital industries must be addressed

**The lack of diversity and equality in the creative and digital industries is under the spotlight. Recent reports from the Creative Industries Federation, Arts Council England, the Warwick Commission, the GLA, and the council all emphasise the need for action.**

Lambeth is a diverse borough. 32% who live here were born abroad and 42% are from BAME groups. 39% of pupils' first language is not English. But like other high value sectors, the UK's creative and technology workforce does not reflect this diversity:

- 11.4% of creative job roles are held by BAME employees
- Women are underrepresented overall (making up only 17% of the technology sector workforce) and in senior roles
- Disabled people and those from lower-income backgrounds are underrepresented overall, and less likely to be in senior roles
- People from more advantaged socio-economic groups account for 92% of the workforce in the creative economy, compared to 66% in the wider UK economy.

Research demonstrates that barriers to entering and building a career within the CDIs typically include:

- Socio-economic status
- Lack of understanding of education and career pathways
- Lack of social networks
- Employer practices and biases e.g. informal recruitment; unpaid internships

Whilst Lambeth's economy is growing, inequality is still prevalent. The Lambeth Equalities Commission highlights:

- One in three children in Lambeth is born into poverty
- 18% of children are living in out-of-work households
- Four groups of residents of particular concern in relation to inequality: Disabled people, Black Caribbean, Portuguese and Somali nationals.

With a wealth of local organisations committed to tackling inequality through the creative and technology sectors, the council can better connect young people, education providers and employers.

In order to tackle inequality, interventions should be targeted at the most disadvantaged groups, informed by the Lambeth Equalities Commission findings and Indices of Multiple Deprivation. We will collaborate with local, grassroots organisations who work with particular groups to engage those who are typically hardest to reach.

For residents with English as a second language, programmes that bring together skills and training initiatives, and Higher Education partners who deliver English language courses, will be developed and encouraged.

We will work with the business community to tackle the barriers preventing equal opportunity.

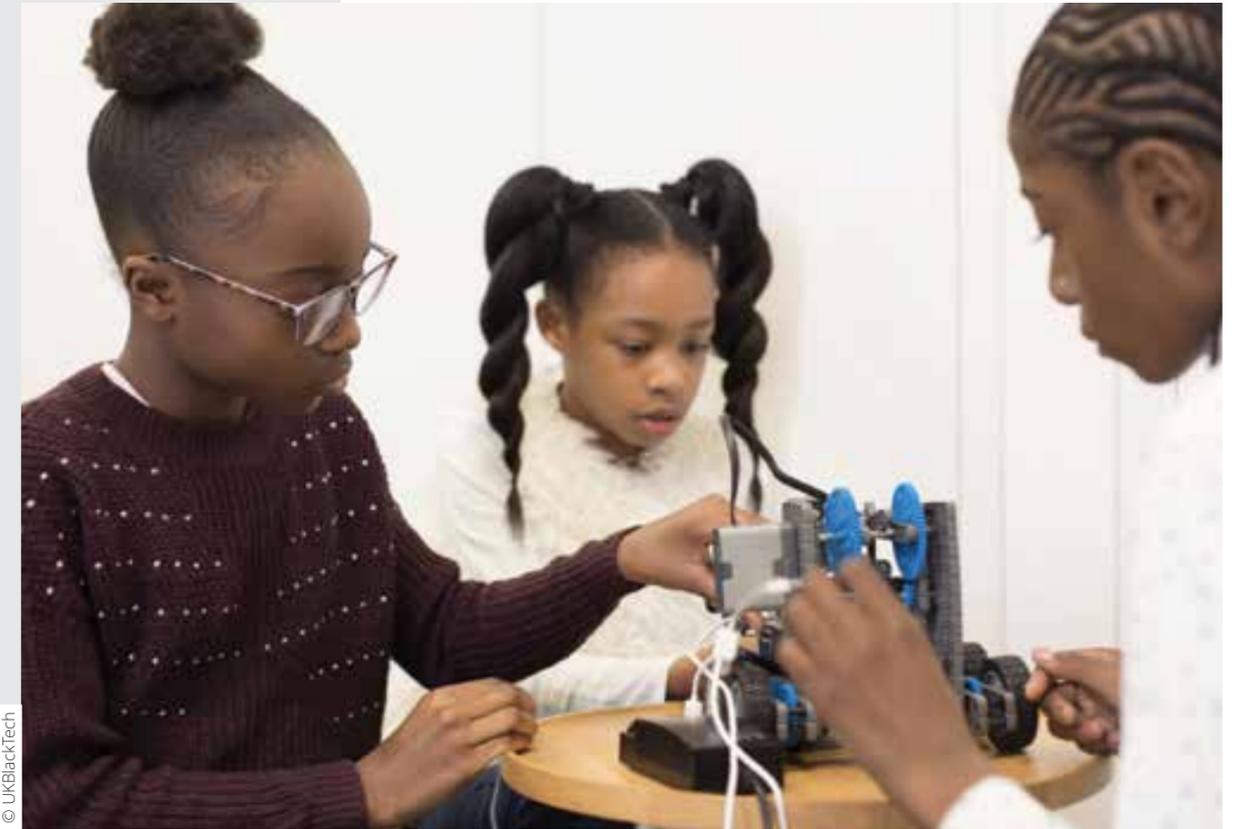
## INSIGHT

# Advocacy for a more diverse digital sector

## UK Black Tech

Co-founded and led by Lambeth-based Computer Science teacher, Mark Martin, UK Black Tech is a network dedicated to building a more inclusive tech economy. Its research reveals the schism between the 60% of BAME students in London's schools and the 5% BAME people in the tech workforce. Activities are designed to accelerate change and to encourage BAME parents and young people to consider digital careers. It advises London Tech Advocates and engages digital businesses on diversity, for example by hosting Round Tables with the major tech companies in London to discuss race in the workplace and how to nurture BAME talent.

Within a year of starting up UK Black Tech counts 700 subscribers and runs monthly meet-ups focused on digital skills. Through its social media presence, BAME speakers and mentors, and the release of copyright free images, it promotes better media representation of people of colour in tech. UK Black Tech has plans for a large scale careers fair in Lambeth.



**INSIGHT**

## An innovative approach to careers advice for young people

### ERIC FEST careers fair

Piloted successfully in 2017, ERIC events are now drawing an audience in excess of 400 young people. Attendees benefit from interactive workshops, immersive exhibitors, live entertainment and, importantly, a young, diverse range of speakers who have relevant career advice.

With support from the council and the GLA, ERIC Festival is connecting with new organisations to help them scale-up their events. ERIC is set to collaborate with The Old Vic and The Office Group, which has agreed to be a host-sponsor, enabling the festival to expand to support 2,000 young people over the next year.

The council will be working closely with ERIC FEST to help shape direction and delivery of the Next Generation project — a borough-wide campaign to tackle underrepresentation of BAME groups within the creative and technology workforce.



© ERIC Festival



Proposed Public Entrance, Street-facing cafe and Courtyard Garden, Courtesy of Mattheson Whiteley Architects

**INSIGHT**

## Championing and supporting emerging and under-represented artists

### Studio Voltaire

A leading visual arts organisation that currently provides affordable workspace to 54 artists, a programme of exhibitions, events and commissions and localised community activities. Established in 1994, Studio Voltaire is home to ActionSpace, an NPO that has supported artists with learning disabilities for over 30 years.

Building on over 20 years of championing and supporting emerging and under-represented artists, Studio Voltaire is currently progressing plans and securing funding to undertake a programme of capital development that will transform and expand the offer to artists, audiences and local people. Its proposed scheme will provide 42% more affordable artist space, improve the existing gallery and workspaces, create new spaces for community use, and improve access.



## INSIGHT

# Technology-based teaching and learning activities for schools

### The London Connected Learning Centre (CLC)

An innovative education organisation supporting schools and others in using digital technologies in creative and imaginative ways. Based in Clapham Old Town, CLC fosters collaboration between teachers, students and parents working in partnership with businesses, community and cultural organisations.

CLC runs a digital skills programme for Lambeth families. It works in partnership with IBM to provide opportunities and experiences for Lambeth children and teachers; and collaborates with local cultural organisations such as The Garden Museum, BFI and Tate Modern to provide creative and meaningful contexts for the use of technology. CLC has recently published EdTech50 highlighting the best of the ed-tech sector.

'In our experience, the London CLC is a pretty much unique organisation in the formal education system in the UK. Their integration of technology and creativity; the robustness of their thinking about these areas; and the fact that their practice embraces families, young children, older students, and teachers makes them a leader in the field of creative education.' Mark Reid, Head of Education, BFI Southbank.

'IBM has benefitted from the deep expertise that London CLC possesses to implement a programme of professional development for teachers that on our own we would have been unable to do. The impacts have been used to catalyse similar collaborations internationally.' Mark Wakefield, Corporate Citizenship & Corporate Affairs Manager for IBM UK.

Lambeth has world-class creative and digital businesses and significant growth potential, but the sector is currently smaller and less clustered than other central London boroughs. We need to change this by taking action.

# Making it happen

The final part of the strategy is about the actions we will take to build on our strengths and meet our challenges. Lambeth and its partners will work together to achieve our objectives.

1

**Space** We will protect and grow workspace across the borough

2

**Business friendly services** We will join together service areas across the council to support inclusive growth

3

**Networks and support** We will develop a strong business 'ecosystem' for creative and digital businesses

4

**Place** We will foster culturally vibrant places that showcase the borough's creative past and future

5

**Talent** We will work with employers and innovate to tackle inequality in the creative and digital industries



## We will protect and grow workspace across the borough

Working with the Mayor of London, developers, property owners and workspace providers, we will bring forward a range of range of workspace options to support creative and digital businesses of different stages and sizes — from business incubators, co-working, artist and maker spaces, to larger scale offices in the borough.

Lambeth will take a stronger advocacy role for workspace in new development. The council will use its planning powers to safeguard and grow the volume of workspace in the borough. Using some of our own assets, we will bring forward exemplary new workspace projects that help to build local clusters.

### **ACTION 1**

The council's Local Plan review will introduce a stronger policy framework for affordable and supportive workspace in response to the new London Plan policy ED3. The review provides the opportunity to test an affordable workspace policy for key growth areas supporting business incubator spaces and cultural workspace facilities. We will also provide supportive content to adopted Local Plan policies to be more descriptive in terms of the relationship to the creative and digital economy and the need to provide different spaces in different locations in the borough.

### **ACTION 2**

We will develop an 'Approved Providers' list and hold 'meet the provider' sessions, bringing together landowners, developers, and workspace providers with creative and technology specialisms.

### **ACTION 3**

The council will continue its role participating in the Mayor's Workspace Providers Advisory Group, and work with the Greater London Authority on developing a best practice guide to securing workspace through the s106 process.

### **ACTION 4**

We will seek to gain Government exemption from Permitted Development Rights in the Central Activities Zone, and in other areas where there have been detrimental impacts on our local economy through office to residential conversion, e.g. Streatham.



### **ACTION 5**

Local workspace providers, BIDs, and the council will continue to collaborate on funding applications to relevant programmes to increase workspace provision in the borough, e.g. London Regeneration Fund, Arts Council Capital Programme.

### **ACTION 6**

The next phase of the Lambeth Works programme will bring forward four new creative and digital industries focused workspaces using our own assets, at: 30 Wootton Street (SE1), Your New Town Hall, Brixton Rec, and International House (SW9). We will also finalise research exploring the potential for new workspace projects within the West Norwood Commercial Area and Streatham.

### **ACTION 7**

We will work with property owners (e.g. Capital Tower and Mercury House, Keybridge House, Tintagel House, 422 Brixton Road) to attract high quality creative and technology businesses, accelerators and workspace providers to take on existing space opportunities in the borough.

### **ACTION 8**

Streatham BID and Hideaway will seek to launch the first co-working space for creative businesses in Streatham.

# 2

## We will be a creative and technology business-friendly council

Lambeth wants to clearly communicate at a London-level that the borough values the distinct contribution to inclusive growth that the creative and technology sectors can play in the coming years.

In addition to the planning, business, culture and investment, and regeneration teams within the council, there are several service areas that can make a collective contribution to becoming an increasingly business-friendly organisation for the creative and technology sectors.

### **ACTION 1**

We will evolve the Lambeth CDI Advisory Group into a Lambeth CDI Board to monitor delivery of the strategy; champion and advocate Lambeth's CDI economy. This group will involve our business communities, voluntary and community sector, and different service areas of the council to help make connections and identify opportunities for collaboration.

### **ACTION 2**

We will promote Lambeth's Business Rates Hardship Fund to small CDI businesses and workspace providers adversely affected by the Government's business rate rises.

### **ACTION 3**

Our Education team will work closely with industry to increase the number of high quality work experience placements provided by creative and technology businesses in the borough. The team will also use the Careers Cluster project to broker new work experience opportunities in the creative and digital economy, financed through the GLA and European Social Fund.

### **ACTION 4**

We will continue to be an event-friendly council, encouraging and supporting the technical learning required to stage events that bring vibrancy to Lambeth's places.

### **ACTION 5**

Our Licensing team and BIDs will work jointly to ensure night-time economy businesses are a key guiding voice supporting the council's Licensing Policy Review and the potential production of night-time economy visions in response to the new London Plan.



### **ACTION 6**

We will increase the capacity of the Business, Culture & Investment team to help drive delivery of the strategy and be a first point of contact for existing and new creative and technology businesses seeking to locate or expand in the borough.

### **ACTION 7**

We will expand the Lambeth Now platform to publicise the CDI Strategy; showcase Lambeth's creative and digital business communities; and expand the website to include town centres currently not featured — communicating the growth potential and key site opportunities to investors and developers.

### **ACTION 8**

We will become the first local authority member of the Creative Industries Federation, and remain an active member of Capital Enterprise, helping the council to build the pipeline of business interest in the borough, identify new partners and funding opportunities; understand the latest issues affecting the sectors, and join relevant lobbying efforts and campaigns.

### **ACTION 9**

Lambeth and BIDs will join together to add voices to the growing central London lobby for better broadband infrastructure.

# 3

## We will build a stronger business support ecosystem for creative and technology business

Whilst the council can make an important contribution, evolving a stronger business ecosystem will require business communities and enterprise support bodies to take the lead.

In many instances, our role will be to encourage new ways to support sector growth, make connections and encourage partnership working.

### ACTION 1

We will work with BIDs and local networks to establish a Lambeth Creative Network, bringing large and small business together to network and foster opportunities for collaboration.

### ACTION 2

London South Bank University will deliver four new European Regional Development Fund business support programmes, including a new initiative to support business innovation in the immersive tech sector.

### ACTION 3

Working with BIDs and local business communities, we will promote the opportunity to become involved in industry-led events including London Tech Week and LDF. We will work with:

- London & Partners and South Bank Employers Group to explore establishing the South Bank as a new core events zone for London Tech Week.
- Brixton BID, Brixton Design Trail and the London Design Festival (LDF) to increase their impact during LDF.

### ACTION 4

We will encourage major businesses and cultural institutions in the borough to develop new accelerator programmes to support innovation and growth in their sectors. This will include the encouragement of accelerators that are committed to targeting founders from underrepresented backgrounds.

### ACTION 5

We will proactively seek out accelerator and business support providers requiring space to locate in the borough. Within the workspace initiatives we drive forward, we will ensure these provide spaces for business support events and where possible provide tenancy opportunities for business support providers.

### ACTION 6

As part of our Community Infrastructure Levy investments, we will undertake R&D to map out a strategy for tackling the broadband connectivity issue in the borough.



# 4

## We will encourage culturally vibrant places that showcase the borough's creative past, present and future

Our *Radical Hearts, Open Minds* publication surfaced and celebrated Lambeth's extraordinary cultural history and future aspirations. It also highlighted the potential for more cultural programming in the borough which can draw on the radical and open identity of our people and places.

We will encourage partners making investments in cultural programming to work with local communities (including those identified as priority groups within the Equalities Commission Report) to produce new work and events that support, celebrate and reflect our diverse communities. We will encourage projects that help Lambeth to become a more visibly creative and cultural borough outdoors, including bringing to life places in the borough which are currently underserved.

### ACTION 1

We will develop a fundraising strategy in partnership with large scale and grassroots cultural organisations to take forward several project ideas contained within our *Radical Hearts, Open Minds* London Borough of Culture bid.



Streatham Carnival

### ACTION 2

Lambeth's BIDs will continue and increase their investment in cultural programming, including:

- Brixton BID's investment in Brixton Design Trail
- This is Clapham BID will publish the 'Clapham Public Realm Programme' and will invest in new public art installations in Clapham. It will continue to support cultural events in the areas such as the Clapham Old Town Fair, the Summer Bandstand Concerts programme and the Clapham Oxjam music festival
- InStreatham BID will continue to support the Streatham Festival Season and annual cultural events programme
- As the cultural heart of London, South Bank BID will continue to prioritise and invest in the area's cultural and creative offer
- Station to Station BID will continue to support cultural programming in West Norwood and Tulse Hill and explore creative workspace development opportunities
- Vauxhall BID will increase its investment in the Vauxhall Cultural Programme
- WeAreWaterloo BID's investment in The Vaults Festival, cementing its place as London's largest performing arts festival.

### ACTION 3

Lambeth will explore co-commissioning opportunities for new cultural programmes with BIDs, local developers, landowners, TFL's Art on the Underground and other sponsors.

### ACTION 4

Following the submission of our Brixton Creative Enterprise Zone (CEZ) application in July 2018, we will continue to seek CEZ status and funding.

### ACTION 5

In response to the new London Plan Lambeth will consider the potential for additional Creative Enterprise Zones (e.g. West Norwood Commercial Area) and Cultural Cluster status for different parts of the borough through the Local Plan review process.

### ACTION 6

We will revise our Local Plan public art policy and develop a Culture 'Supplementary Planning Guidance' document to guide the contribution made by new development schemes to the evolution of Lambeth's cultural economy. For example, encouraging high quality, functional and vibrant public realm, shaped by close engagement with local communities, businesses and institutions; 'performance readiness' of public realm and open spaces for events, creative and digital animation of outdoor and pop-up spaces, and space for new cultural facilities in major schemes.

### ACTION 7

We will encourage more public displays of Lambeth-produced creative and digital work (e.g. through street-frontage and hoardings, displays and installations) building on the best practice developed in partnership with Brixton Design Trail and Brixton BID, and Clapham BID and Studio Voltaire.

# 5

## We will work with employers and innovate to tackle inequality in the creative and digital industries

We want to see creative and technology growth make an outstanding contribution to tackling inequality, and help forge a positive future for new generations.

With employer-led responses, and with support from education and the mission-driven creative and technology sector, we want to be at the forefront of innovative approaches to tackling inequality. The Index of Multiple Deprivation, data from Lambeth schools and The Audience Agency, and Equalities Commission findings will guide interventions at those in most need. By working with local, grassroots organisations who work with particular communities, we will aim to engage those who are typically the hardest to reach.

### **ACTION 1**

With support from the Mayor of London, we will kick-start the Next Generation campaign with a range of partners (including South Bank Cultural Partners, B3 Media, Culture at Heart partnership and others) to provide skills, jobs and opportunities for young people and those underrepresented in the creative workforce.



© White Bear Theatre

### **ACTION 2**

We will work with BIDs to engage and support employers to introduce new policies and projects that change employer practices to tackle inequality of opportunity.

### **ACTION 3**

The ERIC Festival will work with the council, The Old Vic, and other local employers to stage a series of innovative careers fairs, providing guidance, social capital and opportunities to showcase the best young creative talent in the borough.

### **ACTION 4**

South Bank Partners (Southbank Centre, BFI, National Theatre and Rambert) will develop curriculum modules for Lambeth primary schools, as well as a new Lambeth Cultural Trail and learning tools.

### **ACTION 5**

Working with We Rise, we will pilot the Young Opportunity Lambeth Offer (YOLO) project for young people at risk of not securing a positive post-school destination (assessed at Year 9) in two local schools (Elmgreen and Norwood).



### **ACTION 6**

Working with the School Improvement team and Lambeth Schools Partnership, we will raise awareness of the existing curriculum development support and extra-curricular creative education offer provided by cultural partners.

### **ACTION 7**

Lambeth and local workspace providers will work with advocacy groups including UK Black Tech, Advocacy Academy and others to promote affordable workspace opportunities for BAME-led creative and technology entrepreneurs.

### **ACTION 8**

Working with Raw Material, Photofusion and Hatch Enterprises, 198 Contemporary Arts & Learning will seek to redevelop its site in Herne Hill, tripling the space by building a 3 storey arts, education and creative enterprise centre.

### **ACTION 9**

The Old Vic is delivering programmes Inspire and Take the Lead which target employability skills and address issues of social mobility. These programmes will engage more than 1,000 young people in Lambeth.



# Working in partnership

While the council will deliver many of these actions, such as making changes to policy frameworks and initiating workspace projects, we will continue to work in close collaboration with our partners to achieve all of our objectives.

## How we will deliver the strategy

**Our strategy goals will be achieved by leveraging the unique assets and opportunities on our doorstep, by playing to our organisational strengths as a leader, convenor and enabler and by innovating and delivering outstanding value for money.**

In order to achieve the goals set out in this strategy, the council will:

- Provide leadership, identifying opportunities and challenges, setting direction and closely monitoring progress towards goals
- Develop and catalyse new initiatives with the private and voluntary sectors, helping to get ideas off the ground and attracting input and investment from others
- Lead by example, following the recommendations of Future Lambeth and the Equality Commission Report to improve our own performance in leadership, innovation, efficiency and inclusiveness

- Work closely with a wide range of partners from start-ups to established businesses, regional and national government, making connections across organisations and diverse areas of activity
- Facilitate, co-ordinate and sign-post the work of others
- Conduct research and evaluation providing a strong evidence base for what works, why and what impact is being achieved — to guide the work of others and to support external fundraising.

We expect that this strategy may need to adapt and evolve in the future. We will therefore review the action plan on an annual basis.



## How we have built the strategy

To make sure our strategy is well-founded we have adopted a robust and comprehensive methodology. With support from the Greater London Authority and South Bank BID, the council conducted research, evidence gathering and engagement, primarily through the Lambeth Creative and Digital Industries Study 2017 and the production of our London Borough of Culture bid *Radical Hearts Open Minds*.



This has included:

- The formation of an Advisory Group with key creative and digital sector representatives from across the borough
- Several events with over 100 local stakeholders, exploring the cultural distinctiveness of Lambeth and its future ambitions for change
- A survey of local businesses, with 160 responses
- A literature review, including research already undertaken by organisations such as Creative Industries Federation and Tech UK
- In-depth interviews with 40 stakeholders

- A review of the property market and planning framework relating to the creative and digital economy
- Workshops — with businesses, sector-focused business support bodies, property developers, and education providers
- Site visits to key growth areas in the borough

An extensive research process ensures that our plans are evidence-led. It has allowed us to present the existing picture — giants and hidden gems, diversity and richness of Lambeth creative and digital DNA.

We are now in a better position to understand these sectors in greater detail, how they can grow, and what Lambeth and its partners can do to nurture that growth.



## How we will resource the strategy

The council will have to be measured in the way it invests its time and resources to support our creative and technology industry, working with limited funding resources and staff.

At the outset of this strategy, the council has secured investment from the following sources to deliver a range of projects, including:

- Section 106 and Community Infrastructure Levy (for public arts and cultural facilities)
- Greater London Authority 'Good Growth Fund' investment (for workspace and public realm initiatives)
- Greater London Authority 'Creative Enterprise Zone' round 1 investment (for the Brixton Creative Enterprise Zone Action Plan)
- Mayor of London 'Cultural Impact Award' (for the Next Generation campaign)

London's Strategic Investment Pot (SIP) provides another important funding opportunity, and the council will seek to lead and collaborate on cross borough funding applications to SIP & other relevant funding sources.

Using the resources we secure, we will support a small number of high impact initiatives which have the potential to sustain themselves without the need for ongoing support. Where the council accesses additional funding to support new initiatives, it will be guided by the framework set by this strategy.

Delivering many aspects of the strategy will not require direct funding by the council. Some of the actions will be supported and financed by Lambeth's Business Improvement Districts. There are also actions within the strategy that will be undertaken voluntarily by organisations in the borough, or through existing investment secured (e.g. our education partners and National Portfolio Organisations in the borough).



Brixton Creative Enterprise Zone Workshop © Luke Forsythe

## How we will measure success

We are committed to measuring the impact of our work, learning from our efforts and those of others, and communicating our progress through the Lambeth Now platform.

At a borough level, the strategy seeks to make a major contribution towards:

- Attracting more large scale businesses into the borough from the creative and technology sectors
- Increasing the overall volume of commercial space, and increasing the number of affordable workspaces, including business incubator and accelerator spaces
- More creative and technology employers becoming involved in careers guidance, training and employment projects
- The visibility and understanding of training and employment pathways into the creative and technology sectors from underrepresented groups.

Working with partners in academia, business and elsewhere, we will continue to build a strong evidence base to underpin our work, including identifying 'best in class' solutions and policies supporting creative and technology sector inclusive growth. Monitoring and measurement frameworks will be embedded within all major projects delivered by the council, enabling us to capture key lessons and progress towards goals.

We will regularly communicate progress on delivery of the strategy.

We will also continue to listen to others, encouraging greater dialogue around supporting inclusive growth through the creative and technology economy.

## We are a partnership

**Our strategy has evolved by building strong relationships with organisations, businesses and residents across the borough.**

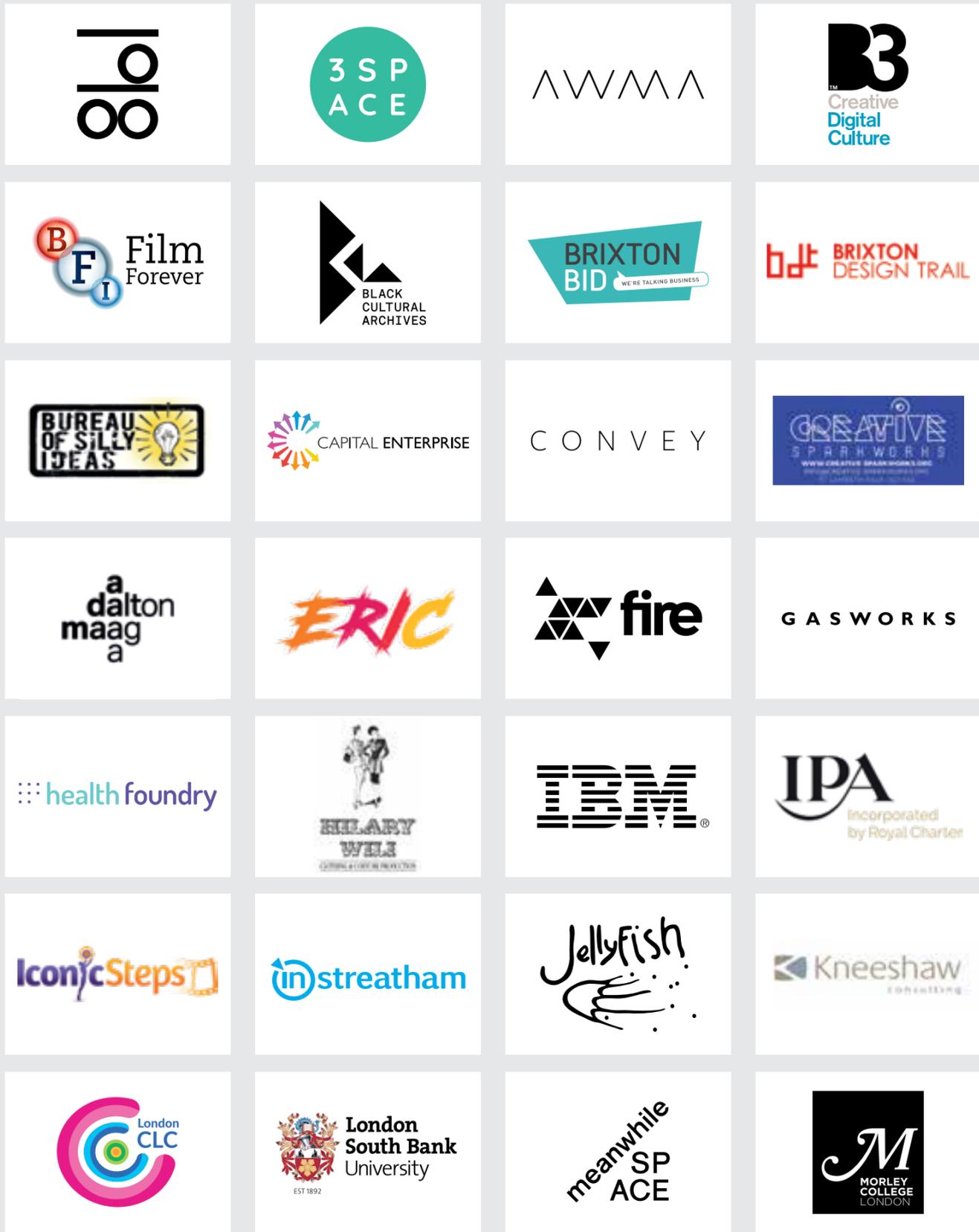
Already over 100 organisations, from grassroots bodies to international cultural institutions, have contributed to the development of the strategy. We acknowledge their vital contributions.

It is only by working closely together that we can achieve our ambitions for the creative and digital sectors in Lambeth.

We also acknowledge support by investment from the Mayor of London and sponsorship by South Bank BID. Our supporters and delivery partners for the strategy include those listed here.



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## Get involved

**We invite organisations to invest in Lambeth's creative and digital economy, joining a growing effort to secure inclusive growth.**

As a result of reading this strategy, if you are a creative, technology, skills or young people-focused organisation, a developer or workspace provider and want to connect with the council, please get in touch with the Business, Culture and Investment team:

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The creative and digital industries are vital to Lambeth's future economic growth

Forever radical.  
Always welcoming.  
Constantly creative.  
**That's Lambeth.**

[lambethnow.co.uk/cdi](http://lambethnow.co.uk/cdi)

***#LambethNow***

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