



## **The Business of Creativity: A Creative Industries Strategy for Lewisham 2012-2015**

April 2012

**Lewisham has one of the fastest growing creative sectors in London<sup>1</sup>. Creative industries are a key source of employment, innovation and productivity. They shape communities and create destinations. Developing the sector is an important element of the borough's strategy for economic growth.**

*The Business of Creativity* is Lewisham's strategy for the creative industries. It outlines how the creative industries contribute to the identity and prosperity of Lewisham and the ways that the borough will support the sector to continue to grow in a challenging economic environment.

### **This strategy has four 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.

### **What do we mean by the creative industries?**

A wide constituency:

The Creative Industries Strategy supports businesses in the following subsectors: advertising, architecture, visual arts, designer fashion, music and the performing arts, publishing, radio and television, video, film and photography, software and computer games; as well as those organisations in the borough that support these businesses.

The Arts Service welcomes working with all of these subsectors and is adopting a cross-disciplinary approach to all its creative industry initiatives.

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<sup>1</sup> London's Creative Sector, GLA Economics 2008



## The vision

**To build a sustainable creative economy with confident and connected enterprises that grow employment and shape destinations.**

*Creative Lewisham* by Charles Landry (2001) highlighted the unique strengths of the borough and the opportunities to use culture to revitalise Lewisham. This strategy builds on Landry's vision for Lewisham as a visually exciting, creative and imaginative hub within London, synthesising urban design, arts, culture and the economy. The Arts Service continue to champion Lewisham's creative economy as a vibrant, dynamic sector with innovative and talented businesses.

By 2015 the creative industries in Lewisham will be strengthened in the following ways. There will be:

- A linked network that fully exploits market opportunities.
- Not just one cluster of activity but an increasing number of areas in the borough with a visible, creative economy.
- A greater number of platforms, permanent and temporary, for audiences and consumers to see work.
- A skilled sector that gives the borough a competitive advantage, supported by professional development opportunities at each career stage.
- A ladder of workspace that meets the requirements of a range of creative businesses.

## The Context

Lewisham has long recognised the value of culture and creativity to local communities. Providing opportunities for creative industries to develop was a central theme in Landry's 2001 *Creative Lewisham* report and Lewisham has consistently invested in the creative sector. Over a decade on, this strategy reflects on Landry's work in Lewisham and outlines the next phase of development.

Lewisham is a central borough in one of the most creative and culturally significant cities in the world. As such, it shares in being a centre of cultural, artistic and intellectual life in addition to being home to emerging trends in contemporary culture.

Lewisham has many of the prerequisites for a dynamic, creative, civic society. With relatively affordable housing, a strong enterprise culture<sup>2</sup>, thriving networks, world class academic institutions, cutting edge galleries and affordable studios, Lewisham continues to attract creative individuals to the borough and is well positioned for growth in the creative sector.

Two out of five of the borough's residents are from black and minority ethnic communities. The borough will take a proactive approach to communicating opportunities to these groups

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<sup>2</sup> Lewisham is ranked 5 out of 408 districts on business and enterprise, indicating an enterprise culture that performs in the top 20% of districts nationally, Local Futures Group 2012



ensuring the creative industries sector makes the most of the inspiration that comes from Lewisham's diversity.

The Borough boasts nationally recognised cultural beacons such as The Albany, Goldsmiths, University of London, The Horniman Museum and Trinity Laban Conservatoire of Music and Dance. Some of the best talent in art, design, theatre and dance was developed or is resident in the borough. Alongside major cultural institutions, there are a number of small, experimental but commercially successful organisations. Lewisham also benefits from entrepreneurs who promote the creative product of the borough to regional, national and international markets. These individuals are an integral part of our economy.

The creative industries in the borough grow from a mixed economy of private and public investment supported by strategic interventions. Throughout the supply chain, from producer to consumer and audience, the creative sector delivers positive economic impacts including increased employment and cultural tourism. The sector also delivers positive social impacts, generating opportunities for skills development and shaping neighbourhoods.

Lewisham has a good range of workspace for creative businesses, such as Acme's complex (a 1920s brick-built former ships' propeller foundry on Childers Street in Deptford), Cockpit Arts (the UK's only creative business incubator for

designer makers) and new studio and office complexes created through section 106 agreements. Demand for suitable space in Lewisham from start-ups and existing businesses wanting to expand is ever present and the Arts Service will liaise with organisations and developers interested in creating new workspace.

With the reduction in funding available from the public sector, organisations and businesses in the borough have taken on the challenge of adopting new economic models. A number of successful social enterprises are emerging.

The population of Lewisham is forecast to grow by 35,000 over the next 14 years. The growth of the borough will attract new creative enterprises as well as new consumers. Major regeneration schemes in Deptford and Catford include plans for new retail and office space that offer opportunities for the creative sector. In the North of the borough the Surrey Canal scheme includes a creative cluster adjacent to the new Surrey Canal Road London Overground rail station. The vibrancy of the creative sector is a clear incentive for people to live and work in Lewisham.



## Four Themes

### Theme 1: Sustainable economic development

Creative industries are an important sector within Lewisham's economy. Prosperous, vibrant and confident creative industries will contribute to the borough's economic growth.

The digital sector accounts for two-thirds of the total number of UK creative industries businesses<sup>3</sup> and is the fastest area for growth in the creative economy. Lewisham recently commissioned research that identified a flourishing digital and media sector<sup>4</sup> that would benefit from targeted support. The Arts Service will explore opportunities to develop a digital hub, new networks, talent development and showcasing.

#### **Case Study**

*Deptford based Mo-Sys design and build camera technology products for the film and broadcast industry. The owners Michael Geissler and Mark Seaton brought their skills as entrepreneur and electronics expert together with their shared love of film, and Mo-Sys was born. Over the past 9 years the company has built a global reputation and demand for their products is growing. They employ 18 people and last year their turnover grew by 109% reaching over £1 million. The vast majority of clients are overseas, with names such as Disney, BBC, Warner Brothers and Panavision. 95% of the company's business is export, with products exported to 27 countries in 2010/11.*

The strength of the borough's higher and further education offer, including Goldsmiths, University of London and Lewisham College and close proximity to Ravensbourne on the Greenwich Peninsula, translates into fresh streams of pre-starts ups each year. Information and advice will be provided through the Lewisham and Southwark Business Advisory Service and the Council's website.

Lewisham can support new, existing and growing businesses through tailored initiatives delivered in partnership with other Council departments and external organisations. The 'Repurpose' pilot in 2011 is an example of the Council initiating entrepreneurial partnerships to create new opportunities for creative businesses. The project delivered new creative industry business activity in empty commercial spaces, creating new routes to market and enlivening the high street. A commitment to providing fit for purpose studios and creative industry workspace is present in many new developments in the borough. Specialist advice will be provided to commercial partners and developers to ensure that these developments are fit for purpose for sustainable business growth.

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<sup>3</sup> A Creative Block, The Work Foundation 2010

<sup>4</sup> Digital Businesses in the Creative Industry sector in Lewisham 2012



As with most London boroughs, youth unemployment is a critical issue<sup>5</sup>. One of the ways this is being tackled is through the apprenticeship programmes, with the organisation Creative Process leading on supporting young people in Lewisham finding and completing creative industry placements.

### **Theme 2: Advocacy**

The Council will promote the opportunities that the creative economy offers both within the borough and externally. The evidence base about the size and value of the sector will continue to be developed to support effective advocacy.

#### **Case Study**

*The South London Art Map (SLAM) advocates the significant network of galleries and studio spaces in South London across Lewisham, Deptford, Peckham and Bankside. SLAM does this via an interactive website with exhibitions, events, a magazine, printed map, walking art tours and popular late night openings (Last Fridays). White Cube, Tate Modern and the South London gallery are official partners and Lewisham Council has provided project funding. SLAM is delivered through hub networks of galleries meeting every quarter to create initiatives that encourage more visitors to South London. SLAM is a one stop shop for the arts in South London and is growing exponentially every month.*

<sup>5</sup> In 2011 just over 2000 young people aged 18-24 were claiming Jobseekers Allowance 'Update on the Impact of the Recession on Employment in Lewisham', Lewisham Council 2011

Cultural organisations, the higher and further education sector, independent businesses and networks will continue to champion for creative industries. Supporting partnership working will enable a more joined up approach to advocacy and achieve greater impact.

The regeneration of the borough creates opportunities to attract cultural organisations to relocate to Lewisham. The Arts Service will work with developers and other Council departments to advocate for appropriate work space and provide information to organisations looking for space in the borough. The Arts Service will also support creative businesses to present innovative 'pop-up' work in disused spaces and buildings.

The borough's festivals and events provide the perfect opportunity to build new audiences. These showcases also raise the profile of an area as a place for creativity, ideas and innovation, crucial factors for attracting new businesses.



### **Theme 3: A networked approach**

Networks provide opportunities to share resources, information and contacts. A more connected sector is better able to develop partnerships and exploit opportunities. The Council's Creative Exchange programme will be enhanced to build resilient and effective networks.

Closer relationships with the higher and further education institutions in the borough are being forged and this will lead to a range of collaborative projects and research.

One new network will reflect the burgeoning digital and media sector in the borough. The Council is planning a programme that will support the connectivity within this sector.

#### **Case Study**

*The Creative Exchange network managed by the Arts Service delivers timely events targeted across the creative and cultural sectors in the borough. Events have included a focus on temporary community-led activity in commercial premises in Sydenham, setting up activity in empty shops that led to two new temporary projects in Catford and Lee, the opportunities for opening new gallery spaces that generated interest from key London galleries, digital business focus groups and skills development in press and marketing. These events have enabled a range of organisations to meet and cross-fertilize strategies.*



#### **Theme 4: Creativity and place**

There is a vibrancy in certain areas such as New Cross and Deptford which has translated into real business growth and a high profile beyond the borough. The creative sector demonstrates strong clustering, where numbers of micro businesses, organisations and networks exist in certain places with good transport links to the rest of the capital. It is important to target our work on initiatives based in these established and emerging centres of activity.

In terms of physical environment, Lewisham has the profile to attract some of the best urban design alongside fresh approaches to the built environment and green spaces. This strategy seeks to link with departments in the Council on place-making initiatives.

There is a plethora of small initiatives that emerge each month supported by local gallery cafes, film clubs, theatres and retail spaces that enhance the borough's visitor offer. The clustering of activities has the potential to create a multifunctional network of social centres and destination 'villages' within the borough for people to visit and spend their leisure time. This strategy seeks to build on the emerging narrative around these ecosystems and support home-grown entrepreneurial activity in the borough.

#### **Case Study**

*Deptford Lounge, presents a dramatic backdrop to Giffin Square. This bold, gold building is part of a development that includes a state-of-the-art primary school, occupied by Tidemill Academy, with which the community shares space and facilities, plus Resolution Studios, comprising of 38 affordable apartments with nine studios for local creative businesses and a gallery space.*

*Events in Deptford Lounge are programmed by The Albany, one of Lewisham's leading venues. The newly landscaped Giffin Square will host events and temporary public art projects. The Lounge is a landmark building within a major 5 year programme to transform the area around Deptford High Street.*



## **An economic sector worth supporting**

There is strong evidence that supports the Council's investment in Lewisham's creative industries.

- In 2010 the strongest subsector in the creative industries nationally was software and electronic publications in terms of employment and the strongest sector in terms of self-employment was music, visual arts and performance.<sup>6</sup> We have identified the digital sector as one we wish to grow, and the self-employment sectors reflect our existing strengths. In 2011, there were over 600 digital creative businesses in the borough.<sup>7</sup>
- In 2011, Creative Industry employment accounted for 5.1% of all employment in the UK. Compared to 2008, this figure represents an increase of 0.1% as a proportion of all employment.<sup>8</sup>
- Employment across the creative industries is characterised by a high rate of self employment and small businesses, structures which suit the physical environment of Lewisham with its good quality and relatively low cost housing stock. In 2010, 24% of the workforce in the creative industries were self employed, compared to 13% for the economy overall<sup>9</sup>. This correlates strongly with the Economic Development strategy for the borough.
- 32% of creative industry jobs in the UK are concentrated in London and between 2005–08 (the most recent data available) Lewisham was one of the top six boroughs in London for creative industry job growth when 2000 additional jobs were created<sup>10</sup>.
- In 2008 there were 1,080 individual VAT registered creative businesses in Lewisham<sup>11</sup>.
- The number of registered creative industry companies grew by 30% between 2005–08 and there was a 20% growth in the numbers of people employed<sup>12</sup>.
- The Local Economic Assessment for Lewisham, published in 2011, identifies the creative sector as one of the key drivers for growth going forward.

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<sup>6</sup> A Creative Block, The Work Foundation 2010

<sup>7</sup> The Digital & Media Sector in Lewisham 2012

<sup>8</sup> DCMS, December 2011

<sup>9</sup> Sector Qualifications Strategy, Creative & Cultural Skills 2011

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<sup>10</sup> GLA Economics 2008

<sup>11</sup> Creative Clusters & Innovation, NESTA 2010

<sup>12</sup> GLA Economics 2008





## External strategic drivers and opportunities

This section presents some of the opportunities that exist on a national level for the creative industries that are pertinent to Lewisham.

- There is a range of new initiatives to support SMEs launched by the Department for Business, Skills and Innovation including support to break into international markets and simplifying the tax system for freelancers. For the creative industries in particular, the support will focus on protecting and developing the economic exploitation of Intellectual Property. The Business Advisory Service in Lewisham delivered by GLE One London delivers this support to the creative industries.
- Local initiatives across the country are using technology to connect with their users and audiences. This creates a fast moving stream of activity and change. This strategy will identify opportunities for the digital sector to link more closely with local initiatives in the borough to reflect the national interest in local distinctiveness.
- Demand for cultural and creative products remain strong; from people buying design products, visiting cultural events such as open studios, to audiences consuming creative content digitally.<sup>13</sup>
- Commercial creative businesses are vital to the city's economy and they are vital to the visitor economy in London. Events and festivals are part of this offer and creative businesses often play a role in these.<sup>14</sup>
- Maximising the ways that culture can generate employment and enterprise, particularly for young people, is a London-wide strategy.<sup>15</sup>
- Stronger links between the arts sector and the creative economy are vital with the reduced funds available in the public sector.<sup>16</sup> This could mean supporting some of the borough's cultural organisations to develop their marketing and income potential as well as exploring new business models. In addition, there is the opportunity for creative businesses to be skilled up to be part of the burgeoning commissioning market.
- As outlined by the Higher Education Funding Council for England, there is an imperative for universities to understand and increase their level of knowledge transfer with their local area. This driver is appropriate to the creative cluster in New Cross and Deptford and its relationship with Goldsmiths, University of London.

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<sup>13</sup> A Creative Block, The Work Foundation 2011

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<sup>14</sup> Cultural Metropolis 2012 and Beyond, GLA 2010

<sup>15</sup> Cultural Metropolis 2012 and Beyond, GLA 2010

<sup>16</sup> Supporting Growth in the Arts Economy, Arts Council England 2011



### **Local strategic drivers and opportunities**

A range of Council strategies inform this strategy as the creative industries span both economic and community activity. This section highlights where the Council has identified the importance of the creative industries.

#### **Core Strategy (2011-2026) of the Local Development Framework**

- Regeneration in Deptford and New Cross, that are also the hotspots for creative businesses in the borough
- Growing the local economy, particularly small business and the creative industries
- Retaining and protecting business and industrial land and buildings that support the creative industries, particularly in Creekside
- Providing for the future clustering of creative industries

#### **The Lewisham Strategic Partnership and its Sustainable Communities Strategy (2008-2020)**

- Prioritising dynamic and prosperous communities
- Emphasising the excellent transport links that the borough has into central London
- The high number of new housing and mixed use developments and how these new communities develop a sense of place
- Providing opportunities for skills development for young people, often the innovators in the creative industry sector
- Supporting creative businesses in the borough to be an integral part of the renewal of town centres in the borough

#### **Regeneration Strategy (2008-2020)**

- Supporting creativity in local people
- Encouraging new businesses to locate in the borough and supporting existing creative businesses

#### **Cultural Strategy (2009-2013)**

- Contributing to diverse retail and commercial centres
- Ensuring opportunities for training and employment in the cultural sector

#### **Art Strategy (2009-2015)**

- Innovative architecture and design
- Supporting creative clusters to become high quality creative destinations
- Supporting skills development opportunities for existing and emerging civic entrepreneurs

#### **Local Economic Assessment (2011)**

- Building on the graduate led creative cluster around Goldsmiths, University of London
- Enhancing opportunities associated with vibrant entrepreneurialism
- Forecast growth in the numbers of new creative businesses
- Stimuli from Higher and Further Education to the creative sector
- Existing office and workspace provision in the borough



## What success will look like: delivering four themes and associated activities

Activity has been grouped in four coherent themes: sustainable economic development, advocacy, a networked approach, and creativity and place. We are building partnerships in Lewisham and across London to deliver this strategy.

### THEME 1: SUSTAINABLE ECONOMIC DEVELOPMENT

Priority	Actions	Criteria for success	Networks and partners
Supporting <b>start-up and existing businesses</b> with the potential to grow.	<p>Identify a ladder of workspace that is suitable for creative businesses and promoting these through events</p> <p>Implementing the recommendations of the Digital and Media Sector report</p> <p>Identifying formal and informal opportunities for business development and signposting these to businesses</p>	<p>'Move on' space is identified and businesses are aware of these spaces and start-up workspaces have a strong uptake by businesses</p> <p>Easily accessible information resources targeted at creative industries on the Council's website</p> <p>Creative business sector in the borough linked to regional skills development opportunities</p> <p>Delivery of specific events for start-ups</p> <p>Number of new business start-ups from April 2012</p>	<p>Regeneration teams</p> <p>Economic Development team</p> <p>Planning team</p> <p>Apprenticeship programmes</p> <p>Goldsmiths, University of London</p> <p>Lewisham College</p> <p>Skills development agencies</p> <p>Workspace providers</p>
Connecting creative businesses to their <b>markets</b>	<p>Encouraging the development of new digital platforms to sell work and services</p> <p>Encouraging new permanent and temporary selling spaces</p> <p>Encouraging cultural visitors to the borough</p>	<p>Number of new permanent and temporary platforms for audiences and consumers</p>	<p>Independent gallery spaces</p> <p>Cultural organisations</p> <p>Digital and media businesses</p> <p>Retail sector</p> <p>Event organisers</p>
Creating <b>co-investment models</b>	<p>Ensuring that there is a strong match of private or other public sector investment alongside Council investment</p> <p>Supporting businesses and organisations to consider developing a range of income streams</p>	<p>Additional investment brought in to new schemes, maximising the Council's investment</p> <p>A stronger blend of income streams for businesses and organisations</p>	<p>Economic Development team</p> <p>Regeneration teams</p> <p>Public sector funders</p> <p>Private sector partners</p>



## THEME 2: ADVOCACY

Objectives	Actions	Criteria for success	Networks and partners
Develop Lewisham's profile as a borough that is <b>keen to attract creative businesses</b>	<p>External advocacy to promote opportunities in the borough</p> <p>Internal advocacy across Council departments ensuring they are aware of the needs of the creative sector</p> <p>Identifying and celebrating exciting business stories through showcasing events</p> <p>Presentations at key events</p>	<p>Stronger links across service areas reflecting the needs of the creative sector</p> <p>Number of showcasing events and presentations</p>	<p>Creative Industry conference planners</p> <p>Economic Development team</p> <p>Planning team</p> <p>Goldsmiths, University of London</p> <p>Head 4 Business</p> <p>Lewisham College</p>
Strengthening the <b>profile of creative clusters</b> to audiences and consumers beyond the borough	Partnering marketing initiatives that celebrate Lewisham's creative clusters to regional, national and international audiences	<p>Number of people that the information reaches</p> <p>Increase in interest from cultural organisations and creative businesses to locate in the borough</p>	Creative Industry and cultural events and networks
Enhance the status of Lewisham as a <b>'film friendly borough'</b>	<p>Continue to work with the film industry and champion Lewisham's location offer to the film sector</p> <p>Deliver a significant film subsector event for venues and film makers</p>	<p>Income derived from location film increases each year and is reinvested into the broad creative sector</p> <p>Event delivered that supports the film network in the borough</p>	<p>Film Fixer</p> <p>Council teams working on location provision</p>



### THEME 3: A NETWORKED APPROACH

Objectives	Actions	Criteria for success	Lead, partners
Invest in <b>peer to peer networking</b>	Continue the Creative Exchange programme  Brokering relationships across the creative and cultural sectors	4-5 events delivered annually	South London Art Map Colman Getty Studio groups ZeitgeistArtsProjects Other studio groups Digital and media champions
Build closer relationships with <b>Further Education and Higher Education</b> institutions	Support projects that deliver this strategy's themes, such as knowledge transfer initiatives	Research conducted into the wider impact of HE and FE institutions in the borough  A closer working relationship between the Arts Service and FE & HE institutions	Goldsmiths, University of London Lewisham College Start-up workspace providers
The creative sector in Lewisham has an <b>innovation-friendly network</b> supporting digital businesses	Supporting businesses, organisations and networks that are creating new products and services in the digital sector	Projects that bring cultural organisations closer to the digital and media sectors  A new digital network supported by an up to date database and informal events	Media and digital businesses Venues



## THEME 4: CREATIVITY AND PLACE

Objectives	Actions	Criteria for success	Networks and partnerships
Support <b>existing clusters</b> of creative businesses	<p>Improve visibility through a range of activity including showcasing</p> <p>Strengthen connectivity within clusters</p>	Strong clusters of activity have a higher profile	<p>Planning team</p> <p>Economic Development team</p> <p>Studio groups</p> <p>Creative businesses</p> <p>Venues</p>
Support <b>emerging clusters</b> and strengthen them	<p>Build closer relationships with emerging clusters</p> <p>Identify their unique assets and work to strengthen the networks</p>	Emerging clusters in the borough have greater recognition and businesses are interested in setting up in these areas	Networks in Brockley, Forest Hill and Sydenham
Support <b>exciting and high quality</b> work in the public realm and new design initiatives in the borough	<p>Continue to promote the Council's Public Art Strategy, in part by working with ward assemblies and the Planning department</p> <p>Secure funding for an ambitious programme of work in public spaces</p>	<p>The delivery of work in the public realm follows good practice guidelines and are popular additions to the borough's landscape</p> <p>New audience for work in the public realm with positive economic and social impacts</p>	<p>Public art commissioners</p> <p>Event organisers</p> <p>Curators / Artists working in the public realm</p> <p>Council departments</p>

For more information call **020 8314 0000** or visit [www.lewisham.gov.uk](http://www.lewisham.gov.uk)