

Lambeth's Economic Resilience Strategy

London Borough of Lambeth
August 2020



Lambeth

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Foreword



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



Cllr Jacqui Dyer
Cabinet Member for Jobs, Skills
and Community Safety

COVID has been, and continues to be, a public health emergency which has caused tremendous pain, suffering and grief amongst our local communities. It has also caused the most profound economic shock of our lifetimes.

People's careers, livelihoods and well-being have been put on hold or completely destroyed. We need to restore growth to our economy quickly, so that people in Lambeth have the chance to thrive and flourish as we emerge from this crisis.

Before this crisis we were preparing a growth strategy for the borough which championed economic growth. Not only to secure the funding for outstanding public services. But also to explicitly recognise the biases and barriers to equitable, inclusive growth and opportunity in Lambeth and how we needed to intervene to overcome these disadvantages.

While we are proud of the vibrancy and dynamism of much of our local economy, and celebrate the success stories — big and small — we also know where we were before the crisis was far from perfect.

Before the crisis Black residents were more likely to be unemployed than their white neighbours. Start-up businesses were more likely to secure investment to grow if they were run by men rather than women. And almost 1 in 5 working residents were in low paid jobs. Our economy wasn't working for everyone. And we saw the effects of this in health, well-being and community cohesion across the borough.

Simply getting us back to where we were before won't address the inequities and won't build the resilient and inclusive economy we need if people in Lambeth are able to fulfil their potential. This crisis increases the challenge. Many people who were already being left behind

47%

Less than half of disabled residents are in employment

4x

Black residents are four times more likely to be unemployed than white residents

52%

Of all primary aged children in Lambeth do not speak English as a first language

1/2

The proportion of Lambeth residents starting an apprenticeship is half the national average

1/3

Over 1/3 of Black Caribbean pupils are eligible for free school meals

22%

Only 22% of residents with a disability or long-term health condition rate their health as 'very good' or 'excellent'

41%

During lockdown 41% of 11-17 year olds have struggled with their connection to enable at home learning

are now even further behind. So our approach has to be one of resilience, not just recovery. We will be honest about the problems. Ambitious in our approach. Unafraid to take necessary decisions to secure investment, growth and move our borough ahead.

During the crisis we directed council resources to protect distinct parts of our local economy and to protect jobs above and beyond the support provided by government. Our hardship funds released £4.2m that had been raised by taxing private developers before the crisis to invest in protecting independent hospitality businesses, our vibrant arts and culture sector, local charities and voluntary groups as well as small businesses and market traders. We directed these funds to ensure that Black and minority ethnic-owned businesses as well as those owned by women were prioritised so that we could start rebuilding our economy from a strong, equitable base.

This strategy sets out how we intend to work and where our focus will be. We are still in uncertain times. Nobody knows how the next twelve months will unfold. So this strategy is designed to be agile. It will be subject to regular review over the coming months as we respond to changing circumstances. But we are clear on the outcomes we want to see. Our vision is a dynamic, strong and equitable local economy, providing opportunities for local people to thrive, irrespective of their starting point.

To that end we are committed to working in genuine partnership. We'll be building on the strong relationships the council has across our Business Taskforce, the Lambeth First Partnership, South Bank & Waterloo Partnership, Housing Associations, Employment and Skills Board, and others to develop and refine these plans over the coming months.

Together we have an opportunity not only to get our economy back on track but to put it on track for a more inclusive and equitable future.

Cllr Matthew Bennett

Cllr Jacqui Dyer



Part 1 Economic Context

ORRE

Our ambition is to create an inclusive and resilient economy in Lambeth.
One that creates opportunities for local people. For our businesses.
And enables the council to thrive financially to deliver core public services.

As we did during the emergency response, we will be working in partnership to achieve our strategic goals. By enabling an open dialogue with stakeholders and our collaborative approach to the planning process, we will continue to secure sustainable development with positive outcomes for all our communities. Speed of action has and will continue to be crucial in supporting our economic recovery and we will adapt our response as the crisis evolves in the coming months.

This strategy does not sit in isolation. It follows recent publications such as our [Lambeth United – Our Response to Covid-19](#), our [New Beginnings – Building Lambeth’s Recovery](#) report and our [Health and Care Recovery Plan](#).

Our approach is being led by the data and the intelligence we are sharing with and receiving from residents, local businesses and partners. This is ensuring we are ready to influence and respond to national and regional funding opportunities.

We have a once in a generation opportunity. To tackle inequalities, inequities and discrimination. To help businesses and entrepreneurs rebound and create new jobs. To make change.
Lambeth — now’s the time.

Lambeth

- Cultural home of the Windrush generation. Lambeth will be at the forefront of driving lasting change in response to the Black Lives Matters movement.
- World class cultural cluster and outstanding creative supply chains, naturally placing Lambeth at the heart of a creative recovery.
- Two major hospitals providing thousands of health & social care jobs. A sector which is expected to show continued resilience.
- Innovative partnerships position Lambeth as key to the central London economy, including med-tech and life sciences with Kings' Health Partners and others at the forefront of global innovation.
- A responsive and informed network of 7 Business Improvement Districts to support high streets recovery.
- Major SE1 commercial schemes in the development pipeline provide opportunity to harness the reimagining role of the office.

Our collective challenges



Health Risk

Our collective duty of care for the health and safety of residents, workers and visitors



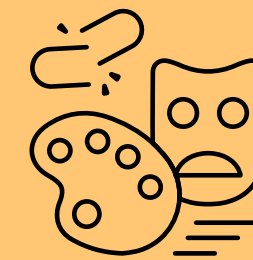
Hardship

Severe economic hardship with inequitable impacts across ethnicity, disability, gender and age groups



Climate Crisis

Tackling the climate emergency and realising the opportunity for a green recovery



Cultural loss

Cultural and creative sector at risk, with consequential impacts for London's position as a global city



Digital

Addressing the digital divide as a major barrier to equality of opportunity



Council Finances

Securing the council's financial capacity to deliver core services

Part 2 An agile Economic Strategy



Our approach

We have identified three strategic goals for People, Business and Place, followed by a series of specific objectives and workstreams. Our logic chain is summarised overleaf.

Our action plans are structured into three phases, linked to the public health outbreak control phases for COVID-19 (Appendix 2). As we publish this strategy, our short term actions are well progressed. We are now focused increasingly on the medium and longer term.

We will build on existing partnerships to drive this strategy forward, and to develop out the next level of detail needed to deliver, while also attracting new innovators, investors and partners.

As we do this, we will be alive to the need for flexibility and responsiveness. We intend to harness opportunities with partners to move towards our shared ambitions at pace, using our own resources and developer contributions.

A set of indicators to monitor and measure our impact are set out at Appendix 3. These are taken largely from our Borough Plan — the overarching strategy for the council. Our evidence base will be available on our website, and we will continue to add to this as our understanding develops. Frequent data reviews will help us to highlight and respond where we don't see the change we're looking for. Over time, we will be developing these further, and welcome ideas for new data and insights to enrich our understanding of needs and impact.

Our ambition: an inclusive and resilient recovery

	Strategic goals: What we will achieve	Objectives: What we will do	Action plan: How we will do it
People	All our residents able to find and stay in employment and providing those directly impacted by COVID with opportunities to upskill or reskill so they can meet their core economic needs now and in the future, including those who face systemic inequalities — our black, young and disabled population.	<p>Support our residents into employment pathways, with a particular focus on our black, young and disabled residents.</p> <p>Create a skills system responsive to changing employer demand and the growth sectors of the future.</p> <p>Enable our residents to unlock their potential through upskilling, reskilling, training provision and apprenticeships.</p>	<p>Employment</p> <p>Skills</p> <p>Individual resilience</p>
Business	A diverse, locally rooted business and cultural base, which survives and adapts to the impacts of COVID-19, and then thrives again in the future, underpinning the Council's financial resilience, transitioning to a zero-carbon economy, and instilling confidence in Lambeth as a place to invest and do business.	<p>Support our existing and new businesses to survive in the short term and to adapt and thrive in the new post-COVID economy.</p> <p>Encourage our businesses to be inclusive and resilient, by tackling low pay, in-work poverty and to reduce their carbon emissions.</p> <p>Work with our anchor institutions and major employers to utilise our supply chains and increase spend with local businesses.</p>	<p>Business friendly Lambeth</p> <p>Central London economy</p> <p>Neighbourhood economies</p>
Place	A diverse and flexible mix of uses in our high streets and town centres and investing in the delivery of new homes and workspace, that enables people to live and work in sustainable urban environments which better enable walking and cycling and provide improved digital connectivity.	<p>Increase the supply and accessibility of homes of all types and tenures, and the supply of workspace that responds to changing needs.</p> <p>Achieve sustainable, welcoming places with inclusive public realm improvements in our neighbourhoods that are accessible for all.</p> <p>Improve physical and digital connectivity in and between all of our neighbourhoods.</p>	<p>Investing in Lambeth</p> <p>Development friendly Lambeth</p> <p>Zero carbon Lambeth</p> <p>Welcoming neighbourhoods</p>



King's Health Partners has played a leading role in the national healthcare response, treating over 3,200 patients and participating in over 55 clinical trials. KCL have also teamed up with global wearable company Fitbit to launch a new app, allowing scientists to investigate the use of wearables in tackling the pandemic.

Insight: Developing world class life science and med tech clusters

Innovation District

Now more than ever, the role of life sciences in driving future economic growth and solving societal challenges is clear. The NHS, research and development and entrepreneurship are fundamental to Britain's economic recovery. Lambeth will be at the forefront.

The borough is home to world renowned healthcare and research institutions including King's College London, Guy's and St Thomas' Trust, King's College NHS Trust and South London and Maudsley NHS Trust. Working with these partners, we're creating a global Innovation District in the heart of London to deliver high impact innovation, improvements in healthcare, and economic advantage.

The district has the potential to generate £36.7 billion economic impact to the local economy, creating 50,000 jobs by 2050.

At the heart of this vision are three distinct hubs focused on MedTech (Waterloo), BioMed (London Bridge) and the Brain and Metabolism (Denmark Hill). The Innovation District will foster collaboration between healthcare, public services, academia and industry across each of our hubs. We're creating the conditions for new developments, business growth, and employment and skills initiatives to support local residents to break into the sector.

Our action plan: people

Employment

Skills

Individual resilience

Next 3 months

Short term

Rapid back to work support for those newly unemployed and close working with our BIDs and Health partners on a jobs brokerage service

Increase the volume of and **expand the range of online courses** being delivered by our providers to help residents upskill and reskill

Support residents experiencing hardship through the emergency support scheme and through our benefits advice services

3-12 months

Medium term

'A Lambeth Youth Promise' for our young people in transition – guaranteed support to find work, apprenticeship or further education

Improve pathways to work for young people from our schools, colleges and universities directly through to local employers

Address the digital divide so residents can access online learning and remote working

12 months +

Long term

Sector based 'work academies' for our growth sectors, i.e. health and life sciences, low carbon, creative & digital

Apprentices first programme – significantly expand the creation and take up of apprenticeships at all levels across the borough

Provide access to **integrated wellbeing support**, including health & wellbeing, housing, employment and advice services



Insight: Creating change by leveraging partnership potential

ELEVATE

ELEVATE is Lambeth's mission to open the creative and cultural sector to every young person in the borough.

Ayo (Ayomide Adegun), pictured here, is part of the Elevators, a group of young ambassadors shaping the mission and future direction of ELEVATE. Ayo, describes himself as a born and bred Lambeth Creative. In his early teens, living in the south of the borough, Ayo describes growing up in a high risk environment which lead to experience of the criminal justice system.

Ayo speaks about being grateful to a councillor, who introduced him to the Young Vic theatre. Through the theatre's youth activities Ayo realised he had both an interest and talent in acting. He went from The Hampton Project to the Brit School. Here he studied Theatre and has recently taken up a place at the Royal Welsh College of Music and Drama. During lockdown, from his Lambeth home, he has met weekly with the Elevators group online and taken a lead in developing and promoting ELEVATE's new Neighbourhoods strand.

Later this year, we'll launch an ambitious three year strategic plan for ELEVATE.

"Creativity during the COVID19 crisis is essential. Creativity helps keep us happy and uplifted. Creativity gives everyone a chance to express themselves"

Kyra-Cherise Campbell, Elevators Group

Our action plan: business

Business friendly Lambeth

Central London economy

Neighbourhood economies

Next 3 months

Short term

Reopen our high streets safely through partnership working with our businesses and implement a pilot of the Key Account Model

Develop Southbank and Waterloo's **reopening action plan**, including targeted cultural sector support

Administer **the local economy hardship fund** to help our businesses survive the lockdown

3-12 months

Medium term

Develop an **Affordable Workspace Fund** to invest in a variety of workspace projects that reimagine spaces and meanwhile use

Destination marketing, positioning Lambeth as a business friendly borough and attract a larger share of the domestic visitor economy

Establish a local first supply chain approach, increasing local jobs and local spend

12 months +

Long term

Launch a **Lambeth Co-Investment Fund** to incubate med tech, low carbon and creative industries start-ups in the borough

Green New Deal - strengthen low carbon sector clusters placing Lambeth at the forefront of building a new economy

Digital connectivity – **invest in 5G and high speed broadband** to super charge growth in the borough

For almost 50 years the Young Vic has been welcoming the people of Lambeth into our building to create and participate in theatre and, thanks to this grant funding alongside rent relief from the Council, we are confident of remaining a crucial resource for our neighbourhood as we come out of this crisis.

Kwame Kwei-Armah the Artistic Director
of The Young Vic

Insight: Protecting our unique local economy during the coronavirus crisis

Local Economy Hardship Fund

Responding to sectors most at risk, Lambeth launched a £4.2m Local Economy Hardship Fund. This provided a lifeline for many businesses who'd missed out from initial Government grant support. For independently owned hospitality businesses, start-ups within shared workspaces, market traders, small charities and cultural organisations across Lambeth.

Our Arts and Culture at Risk has provided £355,000 in support to 25 organisations; 40% of which BAME-led and 72% Female-led. Collectively, these organisations employ 487 full time staff and commission 3,708 artists, freelancers or other creative businesses.

The Independent Hospitality Fund has provided 75 grants to businesses reliant on bringing people together in close proximity. Recipients include live music venues such as Hootananny Brixton and Hideaway Jazz Club in Streatham, nightclubs including Phonox in Brixton and Fire in Vauxhall, and the longstanding LGBT+ landmark of the Royal Vauxhall Tavern.

Not only have the council stepped in in our hour of need, they've also stepped in at fantastic speed.

James Lindsay, CEO of RVT Ltd.

Our action plan: place

Investing in Lambeth

Development friendly Lambeth

Zero Carbon Lambeth

Welcoming Neighbourhoods

Next 3 months

Short term

Focus on accelerating build projects which will create new jobs and new homes **on our own Land**

Provide certainty and **single point of council contact** to enable development activity through PPA+

Complete delivery of our **Emergency Transport Programme** and establish our carbon baseline

Deliver **short term public realm** improvements to ensure public spaces are safe and welcoming

3-12 months

Medium term

Use our **economic infrastructure fund** to accelerate new opportunities, in partnership with other Land owners

Work with developers, SMEs and our academic institutions to prioritise **place-based investment** and establish Innovation Districts and Corridors to drive future growth

Use our **zero carbon transition fund** to scope and deliver real improvements; and hold our citizens assembly

Reimagine our high streets and town centres to **increase productivity in the everyday economy** and embed our liveable neighbourhoods focus

12 months +

Long term

Secure a **long term project pipeline** to deliver more jobs and homes across Lambeth

Land strategy that maximises opportunity for **investment & secures** financial contributions for local community **benefits**

Reduce the **CO2 emissions** of the borough to achieve net zero carbon objective in partnership

Support successful neighbourhoods as **complete places** through impact based decision model



Insight: Securing good growth in Lambeth

Elizabeth House

An unprecedented level of development is underway across the borough. This strategy will guide our work to secure high quality, mixed use, good work driven growth. By working closely with investors and developers, we're achieving rewarding outcomes for all our communities. Now, more than ever, we need growth to secure a resilient and inclusive economy that allows everyone to realise their potential.

Elizabeth House is just one example. Unanimously approved by Lambeth's Planning Committee in late 2019, this HB Reavis development is set to support 11,000 jobs and deliver 1.2m sq ft of commercial space. £33m worth of subsidised workspace will be provided over 15 years to Lambeth start-ups, businesses and not-for-profit organisations. HB Reavis have also pledged £3.6m to training and employment schemes. Together, we'll support local residents to take advantage of the jobs created by this world class new development.

Elizabeth House is our largest investment in London to date. We're committed to Lambeth and have been really encouraged by the positive and proactive approach the council have taken with us in securing resolution to grant planning consent in October 2019. Beyond the pandemic, we are making progress with the scheme and are looking to create a workspace focused development that will help evolve the Waterloo area. We intend to be part of the Waterloo community for years to come.

Steven Skinner, UK CEO, HB Reavis



Insight: Homes for Lambeth

Building thriving communities and better futures

In May 2020 Lambeth Council agreed an ambitious, three-year, programme for its wholly-owned house building company, Homes for Lambeth. HfL was established in 2017 to deliver a new generation of council homes for local families through a programme of estate rebuilding alongside infill and small sites on council-owned land across the borough.

This is the biggest council house building programme in Lambeth for a generation. By 2023 79% of the new homes delivered by HfL will be affordable homes and hundreds of new council homes will have been built alongside more than £2m in social investment in our estates.

HfL's programme is a direct investment of £375m into our local economy, with a focus on local contractors, local supply chains and creating high-quality jobs for our residents. As the first London borough to declare a climate emergency we will ensure that these new homes will exceed tough environmental and sustainability standards.

homesforlambeth.co.uk

Building council homes again is at the heart of Lambeth's commitment to tackling disadvantage and securing a better future for Lambeth's families

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

Talk to us

Our dedicated teams bring together extensive public and private experience of delivering complex projects and programmes. We would encourage you to get in touch if you have any comments about our strategy, or creative ideas and would like to work with us to secure our ambition. Talk to us. Let's make the future happen together.

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Part 3 Appendices

three

Our emergency economic response



People

- Introduced employer support for job retention scheme.
- Online adult education courses provided.
- Increased support for residents losing their jobs.
- Increased capacity of welfare advice agencies.
- Pivoted entrepreneur training to online delivery.



Business

- £60m of Government grants provided to businesses.
- A tailored Local Economy Hardship Fund filling gaps in government support
- Rent relief for our tenants.
- Commercial waste charges frozen for businesses.
- Set up a dedicated business helpline.
- Government lobbying with partners across London.



Place

- Emergency transport interventions
- Low traffic neighborhoods enabled
- Healthy routes established
- Temporary public realm measures including pavement widening
- Visible public protection presence in town centres.
- Cross-council working to support safe reopening of high streets.

A three phased approach

Public health outbreak control

Local economy activity

Lambeth's economic recovery

Next 3 months

Short term

First wave outbreak response

- Lambeth Outbreak Control Plan
- Prevent and protect (risk assessment and management)
- Identify and control infection (at scale testing, contact tracing, PPE)

-
- Home working where possible for office based businesses
 - Reconfigured activity for essential retail to reflect physical distancing requirements
 - Business closures or re-positioned takeaway offer for food & beverage and essential retail sector
 - Cultural and leisure businesses closed

-
- Immediate response to stabilise the economy and support survival through the short term
 - Facilitated by emergency economic response

3-12 months

Medium term

Outbreak management

- Comms and engagement
- Surveillance and monitoring
- Preparation for potential second wave
- Manage possible community outbreaks

-
- Gradual easing of lockdown restrictions
 - Reopening of non essential retail and cultural and leisure businesses where possible, reflecting distancing and public health requirements
 - Return to work balanced with emerging 'new normal' – embedding more flexible working opportunities across sectors

-
- Building resilience to adapt to the medium term economic challenges faced by businesses
 - Supporting safe business and high street reopening
 - Tackling inequality by focusing on groups most affected by economic impacts, where existing challenges have been exacerbated.

12 months +

Long term

Long term management

- Public health risk management
- Evolved response in line with public health developments i.e. emergence of vaccine at scale.

-
- Ability to return to pre-COVID operations, with focus on ongoing public health risk management
 - Continued embedding of behaviour change and new working practices across sectors

-
- Striving for reinvention to enable our people, businesses and places to thrive into the future.
 - Capturing new behaviours and opportunities to re-build a greener, more resilient and equitable local economy

KPIs

People

Business

Place

Create a skills system responsive to changing employer demand

- % of working age residents with NVQ Level 1 or below
- Reduction in employer skills shortages in health; digital and creative; and low carbon sectors

Support our existing and new businesses to survive in the short term and to adapt and thrive in the new post-COVID economy

- Workplace based GDP per head at current prices
- Private sector SMEs (0-249 employees) per 1000 WA residents
- % of industries in the retail, accommodation and food service and health sectors
- % growth in the Information and Communication Sector

Increase the supply and accessibility of homes of all tenures across the borough, and the supply of workspace that responds to changing needs

- Affordable workspace created as a result of council initiatives
- Amount of commercial floorspace in the borough
- Ratio of median house price to median workplace based earnings
- Number of new affordable housing units delivered

Support our residents into appropriate employment pathways, with a particular focus on our black, young and disabled residents

- % of 16-17 year olds participating in education and training
- Employment rate 16-64 by ethnic minority
- Employment rate 16-64 by disabled residents
- Reduction in unemployment rate for 50+

Encourage our businesses to be inclusive and resilient, by tackling low pay, in-work poverty and to reduce their carbon emissions

- Median gross weekly pay for full-time workers (workplace based)
- Reduction in jobs paying less than London Living Wage
- % of residents paid the LLW or higher
- Higher number of local employers signed up to the Mayor's Good Work Standard

Improve physical and digital connectivity in and between all of our neighbourhoods

- % of premises with download speed of 30Mbits/s from fixed broadband
- % of premises with full fibre availability from fixed broadband
- Bus stop reliability of high frequency services
- Estimates of train station usage of the 13 train stations in Lambeth

Enable our residents to unlock their potential through upskilling, reskilling, training provision and apprenticeships

- Apprenticeships total starts
- Reduction in unemployment rate for 18-24-year olds

Work with our anchor institutions and major employers to utilise our supply chains and increase spend with local businesses

- % of Lambeth Council procurement spend on SMEs
- % of Lambeth Council procurement spend on third sector organisations
- % of Lambeth Council procurement spend on local organisations

Achieve sustainable, welcoming places with inclusive public realm improvements in our neighbourhoods that are accessible for all

- % of residents who feel their town centre is welcoming
- % of residents who feel safe from crime when walking in their local area (day/evening)
- % of new lodgements with an energy efficiency rating of A or B
- % of new lodgements with an environmental impact rating of A or B
- Community cohesion – extent to which residents agree their local area is a place where people from different backgrounds get on well together
- Extent to which residents are satisfied with their local area as a place to live