

We
Made
That

Creative Enterprise Zones

Impact Report 2018-2021



Working with



On behalf of

MAYOR OF LONDON

Cover image

Designer maker Jasmine Carey,
founder of Deco22 at her studio at
Cockpit Arts in Deptford
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A

Executive Summary



Creative Enterprise Zones: Clusters of creative economy resilience across London

The Mayor of London launched Creative Enterprise Zones in 2017 with the aim of putting culture at the heart of local regeneration in London. The programme designates areas where artists and creative businesses can find permanent affordable space to work and are supported to start-up and grow. In addition, it helps local people learn creative sector skills and access pathways to paid work.

This report brings together data and learnings from London's first six Creative Enterprise Zones established in 2018 - Brixton, Croydon, Deptford and New Cross, Hackney Wick and Fish Island, Hounslow, and Tottenham. Drawing on insights from workshops, data analysis, interviews, and case studies, it highlights the broad range of economic and social benefits from the zones across the first three years of the programme's implementation.

'The impact of the pandemic was more detrimental for the creative sector in comparative regions and London than it was for the Creative Enterprise Zones.'

— Tarek Virani, Associate Professor in the Creative Industries at University of West England Bristol

The evaluation of the programme shows initial positive impact on creative sector resilience across the six zones, with differing strengths between zones which reflects the diversity of focus and delivery models in each area.

Impact findings of London's first Creative Enterprise Zones

In the first phase of the Creative Enterprise Zones programme, the programme has...

Created strong local networks which allowed for agile support of artists, creatives, and workspace providers through the Covid-19 lockdowns

Across London, the pandemic presented a substantial economic shock to the creative sector. The zones have not been completely immune to London-wide trends of falling employment numbers and a decline in businesses. However, they do appear to have been more resilient, especially at the onset of the pandemic. The Creative

Enterprise Zones lost fewer jobs and businesses between 2019 and 2021 than comparator areas or London overall. This was a time when the creative and cultural sectors experienced unprecedented challenges due to Covid-19 and accompanying economic shocks. During the onset of the pandemic, when London lost 13 per cent of its creative jobs and 3.9 per cent of its creative businesses between 2019 and 2020, the Creative



Brixton: Accelerating Inclusion of Under-represented Groups in Creative Sector Growth. Staff member outside 198 Contemporary Arts and Learning.

“Wick Together” offered a real lifeline of camaraderie during some otherwise dark days. As an organisation, we are now better connected to the creative community.’

—Sophie Rochester, Founder, Yodomo

Enterprise Zones only saw a 10 per cent loss of jobs and experienced a 22 per cent rise in creative businesses. This relative resilience can be partly attributed to strong local networks in the Creative Enterprise Zones. The programme enabled the zones to be agile in tailoring activities, responding to challenges, and providing support to artists



Deptford and New Cross: Connecting Local Creatives with a Global Knowledge Hub. Ashley Jess Knight, Textile Designer and Weaver at her studio in Cockpit Arts

‘Something I have thought about is knowing you can make a living out of a creative career and have great opportunities.’

— Student participant in Army of Creatives



Hackney Wick and Fish Island: From Historic Creative District to Established Creative Hub. Barbeline, designer of luxury eco-friendly wallpaper, fabric, upholstery and home accessories, outside her space in Arbeit studio in Hackney Wick

and businesses. Examples from Hackney Wick and Fish Island, Croydon, and Tottenham show how these zones used their networks to support artists, provide community connections, distribute grants, and offer peer-to-peer business support.

Stakeholders considered the grant funding process to have been critical to developing these local networks, by improving local engagement, collaboration and buy-in with local creative communities. The process of gathering market intelligence for grant funding to also gave them an understanding of their sectors’ strengths, weaknesses, opportunities, and challenges, which allowed them to identify needs for support quickly. In total, this place-based approach to Covid-19 support enabled not only over £100,000 of Creative Enterprise Zone core or match

funding to be targeted to over 300 artists and creative practitioners in need, but also played a role in facilitating the distribution of over £3m of further Greater London Authority money for at-risk cultural and community space.

Developed models for diversity and inclusion to be centred in creative sector growth

The programme has made increasing the representation of diverse residents in the creative industries a priority by funding inclusive sector opportunities. In Brixton and Croydon in particular, efforts were made to provide new pathways and raise awareness of creative careers among local diverse communities. The programme’s funding of paid work experience, networking events and education initiatives has led to valuable connections, awards, and skill development opportunities.

‘It was an incredible period which helped us raise our profile, audience reach and expand on a shared vision for cultural placemaking.’

— Croydon: Growing a Performing Arts Specialism that Reflects Local Ethnic Diversity. Claire Cunningham, Executive Producer and Manager, Jose Agudo Dance Company

This has helped connect residents with the wider benefits of the creative and cultural industries, and industries with diverse talent, skills, and perspectives.

Raised the visibility of cultural and creative industries within local areas, within London and globally

Through different activities across the zones, the programme made the creative and cultural industries more visible. Examples include placemaking interventions like mural and artwork commissions, branding initiatives like ‘Made by Tottenham’ and local ambassador

programmes, marketing campaigns, and panel events. These efforts have sometimes led to increased recognition and inclusion of cultural and creative industries in policy agendas and generated partnerships among local businesses.

Connected local creatives and residents with the opportunities of regeneration and change

The Creative Enterprise Zones programme has given residents chances to benefit from changes brought by regeneration in their local areas as well as benefit from the presence of cultural

institutions. In Croydon, town centre transformation was an opportunity to grow and retain cultural infrastructure provision. As a designated Creative Enterprise Zone, this status justified the financial contribution from developers towards creative sector uses. In Hackney Wick and Fish Island, Creative Enterprise Zone leads played key advocacy and promotional roles in protecting and securing space through new development models. This helped benefit both creatives and new residents.

Strengthened local partnerships and bolstered soft power

The designation of Creative Enterprise Zones has strengthened their ‘soft power’ and fostered greater trust between the zones, local stakeholders, and authorities. Across all zones, the programme secured additional spaces for cultural and creative industries and created job opportunities. This was often achieved through increased networking and relationship-building within the zones, enabling strategic coordination and support for creative businesses. As well as catalysing and accelerating their growth, this has also strengthened institutional relationships for years to come.



Tottenham: A Platform for Tottenham Creatives is Shaping an Inclusive Area Identity. Vanessa Butt, Upholsterer and Furniture Restorer

‘We now have a really strong community and we all collaborate with and support each other.’

— Zoe Allyne, Managing Director Bud Studio, Tottenham

‘We have definitely seen our business develop and grow as a direct result of being based within the zone.’

— Hounslow: Forging Global and Local Connections. Simon Inc., Graphic Designer, Hounslow Creative Enterprise Zone

Creative Enterprise Zone Impact 2018-2021

30,441 m2
new creative
workspace
delivered

5,829+
residents
attended
events

3,913
residents
engaged from
minority ethnic
backgrounds

14.2%
net increase
creative sector
jobs*

*vs. 7.5% in London overall

7.19%
increase
in creative
businesses*

*vs. 0.4% in London overall

589
artists and
creative
businesses
supported

90
presentations
and events
about the
creative sector

80
consortium
organisations

27
traineeships
and internships

12+
schools
engaged

4
Creative
Enterprise
Zone
platforms

3
Local Plan
policies
supporting
creatives

B

About the Programme

- Overview
- Background
- Framework, Funding and Organisational Context
- Changing Delivery Context
- Impact Overview
- Delivery Impact at-a-Glance
- Resilience in London's Creative Places



Putting Culture at the Heart of Regeneration

Introduction

The Mayor of London's Creative Enterprise Zones programme launched in 2017. The programme designates areas where artists and creative businesses can find permanent affordable space to work and are supported to start-up and grow. In addition, it helps local people learn creative sector skills and access pathways to paid work.

Critically, the London Plan - the spatial strategy for London - set out policies for Creative Enterprise Zones as part of Policy E8, which supports 'Sector growth opportunities and clusters', and Policy HC5 'Supporting London's Cultural and Creative Industries'. These set out what local plans should consider when establishing a Creative Enterprise Zone including: 'develop, enhance, protect and manage new and existing workspace', 'support existing and the development of new cultural venues', 'help deliver spaces that are suitable, attractive and affordable for the creative industries', 'encourage the temporary use of vacant buildings; integrate public transport, digital and other infrastructure and service provision; and 'support a mix of uses.'

A pathfinder zone was identified in Tottenham, north London, to help establish an objectives and outcomes framework to support the aims of the programme. The Greater London Authority provided £80,000 of grant funding to Haringey Council for evidence gathering, baselining, and developing an action plan for their zone. Once the framework was established, ten boroughs that responded to an expression of interest call out were offered £50,000 grants. This was to test the feasibility of a Creative Enterprise Zone in a local area. Again, these grants were used to fund research studies and prepare costed action plans detailing the proposed zone and what it would deliver.

The research evidence and action plan formed the basis for a further funding application to support practical set up of the zones. The funding for the programme included a £3m core programme budget, £4m of European Social Funding. The revenue and capital grants were then available over three financial years from 2019-20 to 2021-22.

Following the full funding application, six zones were chosen. These were Brixton (Lambeth), Tottenham (Haringey), Hackney Wick and Fish Island (Tower Hamlets and Hackney), Hounslow, Croydon and

Deptford and New Cross (Lewisham). Each zone was driven by local needs and had its own distinctive character and focus, from film and TV to fashion, music and making. The successful zones also included £7m of Greater London Authority Good Growth funded projects that supported permanent affordable creative workspace.

Though outside the scope of this evaluation, the programme has since transitioned to an accreditation model. In 2021 a further three zones were established at Blackhorse Lane in Waltham Forest, Shepherd's Bush and White City in Hammersmith and Fulham and North Acton and Park Royal in Ealing with Old Oak Park Royal Development Corporation. A further three zones are now in the pipeline.

Background

London's creative industries have been a key driver of the city's economy. Prior to the pandemic, London's creative economy delivered £58.4 billion to the economy, accounted for 1 in 6 jobs and drew 4 out of 5 visitors to the city. A 2018 creative supply chain study found that London spends around £40bn within the supply chain. Of this expenditure, almost 50 per cent falls outside the creative sectors.

Creative Enterprise Zones are in the Culture Strategy as part of the Mayor's 'good growth' approach. This reflects on the premise that when artists move to cheap areas, they can help them become desirable places to live. However, they are often then priced out by the success they helped create. The creative economy is based on small businesses, often micro-enterprises and a large part of the workforce are sole traders and freelancers. Access to affordable workspaces is vital for them. In London, escalating prices and central government's relaxation of planning regulations mean that affordable space is becoming increasingly rare.



Creative Enterprise Zones respond to the important role that artists and creative businesses play in creating opportunities and attracting development. They also ensure that growth is inclusive and supports a more diverse creative workforce across the city. The zones were based on the principle of clustering, which could bring benefits to wider supply chains, encourage investment in infrastructure and greater innovation.

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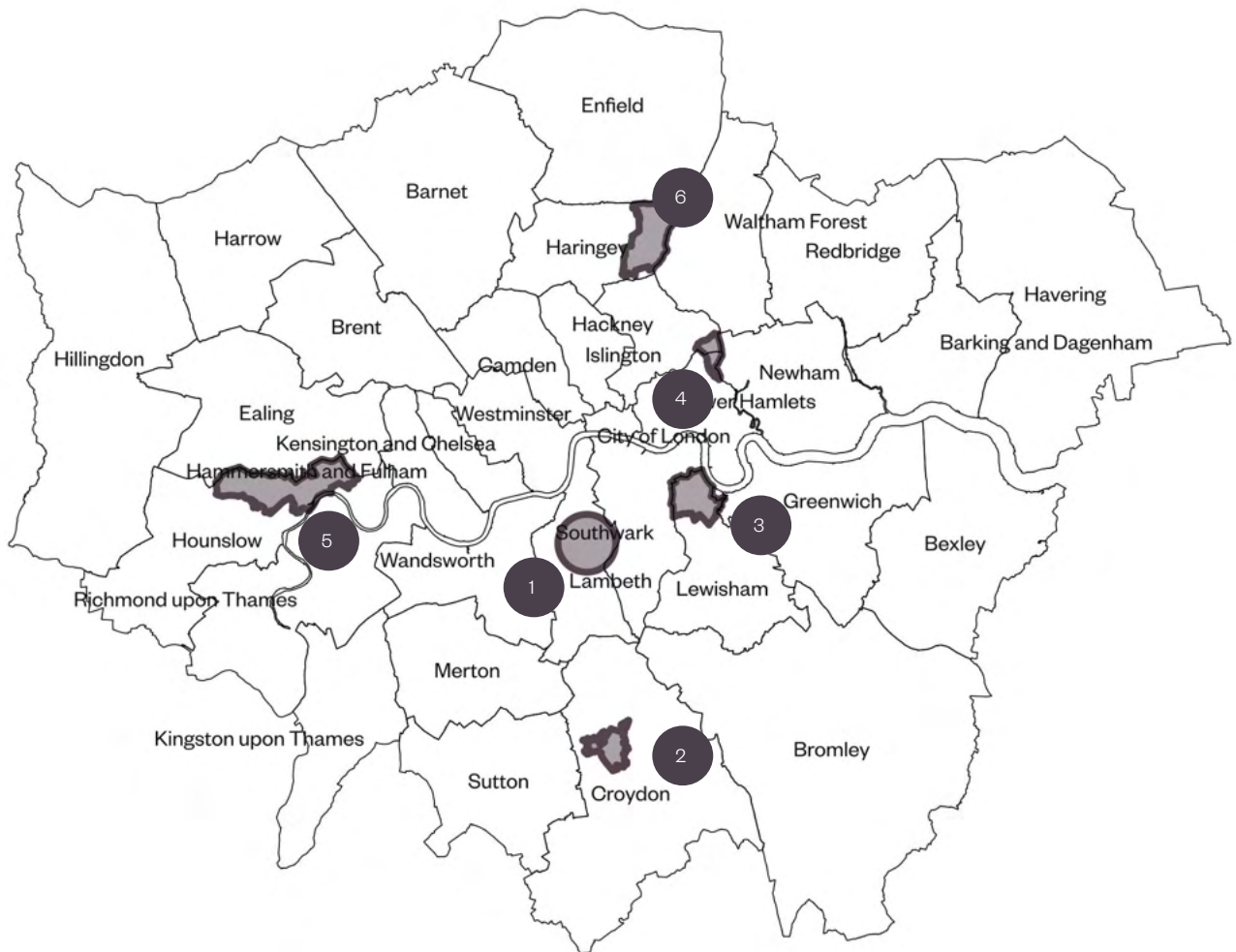
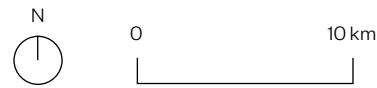
Creative Enterprise Zones Phase I

The six zones supported through the first phase of the Creative Enterprise Zone programme have delivered local impact across six places.

Key

-  Creative Enterprise Zone boundary
-  Local Authority boundary

1. Brixton Creative Enterprise Zone (Make it in Brixton)
2. Croydon Creative Enterprise Zone (Croydon Creates)
3. Deptford and New Cross Creative Enterprise Zone (SHAPES Lewisham)
4. Hackney Wick and Fish Island Creative Enterprise Zone
5. Hounslow Creative Enterprise Zone (Creative West)
6. Tottenham (Made by Tottenham)



Framework, Funding and Organisational Context

To become a Creative Enterprise Zone, the local authority needed to demonstrate how the zone will deliver activities against the four pillars of the programme:

- **Space:** securing permanent, affordable, creative workspace, and live-work spaces at well below market rents and ensuring no net loss of space.
- **Skills and support:** building entrepreneurial skills and offering business support to artists, start-ups, sole traders, micro-sized and small businesses, and developing career pathways and opportunities for jobs within the creative industries and supporting sectors for local people from all backgrounds.
- **Policy:** developing local plans with pro-culture policies in planning, housing, business development, technology, super-fast broadband and infrastructure, and supportive business rates relief policies.
- **Community:** embedding creative production in communities, creating socially inclusive places, and strengthening links with marginalised communities and education providers.

This framework supported a central principle of the Creative Enterprise Zones programme, to catalyse an interdisciplinary approach to supporting local creative economies. To deliver against the pillars, local teams require political buy in. They must also work across multiple departments and policy areas from planning and regeneration to skills and community, as well as culture.

The activities across the six successful Creative Enterprise Zones varied according to each borough's creative focus and demographic profile and their specific challenges. The Greater London Authority provided core funding to support the delivery of zone action plans which were costed. Most zones used a portion of the funding to create new local Zone Manager roles or teams to roll out and drive forward the action plan. Local councils also provided match funding, in-kind support, and leveraged private and third sector funding for delivery.

The breakdown of core programme funding by zone is shown in the table on the right. Additionally, the Greater London Authority provided £1m core skills funding to match for £1m European Social

Fund programme dedicated to the zones. These projects commenced delivery in 2021/22 and will be completed in 2023/24. A separate evaluation will be delivered for these projects in due course. The programme leveraged £3.1m in match funding from the boroughs between 2018-2021.

Many zones also received other Greater London Authority funding that would support the delivery of projects in line with the aims and ambitions of the Creative Enterprise Zone Programme. For example, several of capital projects concerning affordable creative workspace have been funded by Good Growth Funding, led by Greater London Authority Regeneration. The value of these projects across the six zones is £4m.

The Greater London Authority retained a strategic coordination, monitoring and reporting, performance and governance and communications role. This includes running a Knowledge Exchange Forum programme which brought together the local delivery teams to discuss, share and learn best practice from each other across various policy areas. These include: supporting skills and talent development, the planning system, mitigating Culture at Risk cases, delivering, and measuring social value and more. There was also a Performance Governance Board with senior responsible owners from the local authority. It drew on industry experts and leaders to help shape and respond to the creative sector's changing needs during the programme.

Changing Delivery Context

The Covid-19 pandemic had a huge, and unexpected impact on the Creative Enterprise Zones programme. For the cultural and creative sector, many venues such as theatres, cinemas and art venues were closed during lockdowns for many months and continued to have significantly reduced capacity on reopening. This created knock-on effects for the supply chains serving the sector. For much of 2020 and 2021 people were required or encouraged to work from home. This meant there was reduced access to workspaces and when they were open, adaptation measures were necessary to enable social distancing.

Overall, between Q4 2019 and Q2 2021, UK creative, arts and entertainment sector gross domestic product (GDP) output declined by 37 per cent. In addition, output in libraries, archives, museums, and

B. About the Programme

Year	2017/2018	2018/2021				Total	
Local Authority	Development Grant	Revenue		Capital	Skills Programme	ESF Skills Match	Total per zone
Croydon	£50,000.00	£400,000.00	£120,000.00		£150,000.00	£150,000.00	£870,000.00
Hackney/ Tower Hamlets	£50,000.00	£180,000.00	£110,000.00		£150,000.00	-	£490,000.00
Haringey	£80,000.00	£240,000.00	£20,000.00		£250,000.00	£250,000.00	£840,000.00
Hounslow	£50,000.00	£400,000.00	£43,000.00		£250,000.00	£250,000.00	£893,000.00
Lambeth	£50,000.00	£120,000.00	£120,000.00		£250,000.00	£250,000.00	£1,020,000.00
Lewisham	£50,000.00	£400,000.00	£120,000.00		£150,000.00	£250,000.00	£970,000.00
Total							£5,083,000.00

Core funding breakdown by zone

Year	2021-2023		
Borough	Skills programme	ESF Skills Match	Total
Croydon	£150,000.00	£150,000.00	£300,000.00
Hackney/Tower Hamlets ¹	£150,000.00	-	£150,000.00
Haringey	£250,000.00	£250,000.00	£500,000.00
Hounslow	£150,000.00	£250,000.00	£400,000.00
Lambeth	£150,000.00	£250,000.00	£400,000.00
Lewisham	£150,000.00	£250,000.00	£400,000.00
Total			£2,150,000.00

¹ Hackney Wick and Fish Island zone chose to pursue a £150,000 non-European Social Fund skills programme, which will also be evaluated upon completed in 2023.

Match funding breakdown by zone

B. About the Programme

other cultural activities declined by 30 per cent over this same period.

In London, early research commissioned by the Greater London Authority showed that the impact of COVID-19 on London's cultural and creative industries, together with its supply chain, could cost the economy £16.3 billion, and put 152,000 jobs at risk.

The Creative Enterprise Zones programme was developed long before the pandemic, which represented a substantial economic shock to the creative sector. This affected the ability of the local zone teams to deliver against elements of their original action plans, particularly those activities that were public facing, and also impacted the economic growth outcomes of the programme.

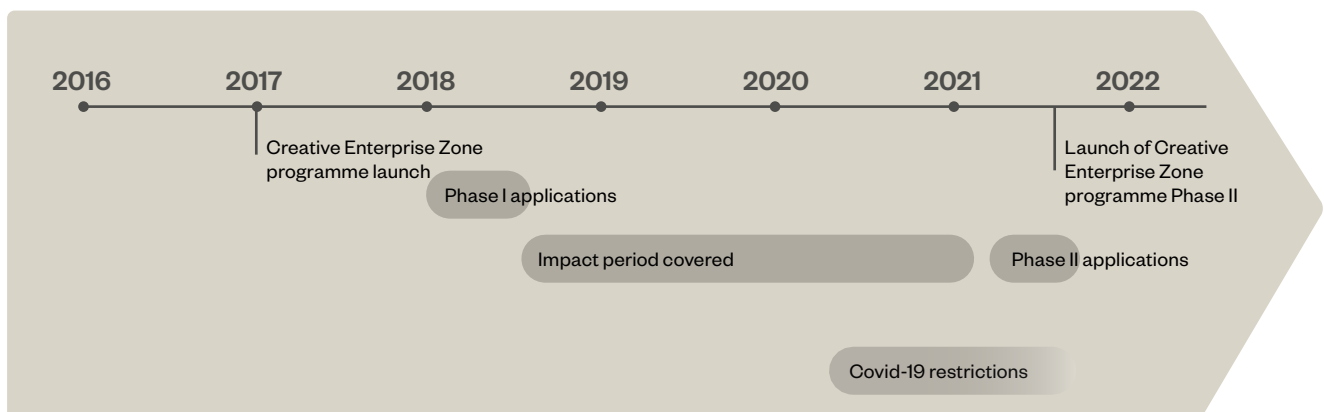
The Greater London Authority, in partnership with the local zone delivery teams, responded to these constraints swiftly by prioritising and repurposing resources. The aim was to target support and relief to zone-based creative businesses affected by the pandemic. Examples include redistributing grants, advice on how businesses could adapt, and coordinating local networks so support could be shared amongst businesses.

In Croydon, for instance, over £55,000 was given out through a Covid-19 Relief Fund. Elsewhere in Hackney Wick and Fish Island, the zone programme supported freelancers with commissions and The Match service for business guidance. Finally, in Tottenham creatives

were given advice and one to one support through Haringey Networks.

To understand the pandemic's wider impacts on this programme, it is important to consider the measures introduced to support businesses and organisations by government. These included the Culture Recovery Fund, the Coronavirus Job Retention (Furlough) Scheme, Business Rates Suspension for small and medium sized enterprises, the Self-Employment Income Support Scheme, and the Bounce Back Loan Scheme. The Greater London Authority also provided dedicated funding to support cultural organisations during the pandemic. This included the £2.3m Culture at Risk Fund, an emergency fund to help some of London's most at risk creative and night time businesses during the COVID-19 outbreak. This also included the Community Spaces at Risk Fund; a £750,000 fund to protect grassroots cultural centres, social clubs, youth, education, and other spaces alongside several other funding, advice and guidance programmes for all sectors.

Some businesses within the Creative Enterprise Zones used these financial interventions to protect jobs and support their survival during these challenging economic times. However, the support did not reach every part of the sector, with many creative people and businesses experiencing difficulties at this time. In many areas, this raised the need for the Creative Enterprise Zone programmes to respond with further support for these businesses and people who could not access the national funding.



Timeline of Creative Enterprise Programme 2016-2022



Creative workspace at Cockpit Arts, Deptford and New Cross



'The Future is Freelance' networking event, Hackney Wick and Fish Island



Souleyman Garcia, Creative Media Producer, Tottenham

Creative Enterprise Zone Programme 2018-2021

Delivering Impact Across Four Pillars

Bringing together data and insight from across all zones illustrates the impact they have made on London's cultural and creative industries more widely.

In addition to secondary data analysis of the sector performance in each zone, over the course of the evaluation, research has included:

- 35 one to one conversations
- 60 workspace provider surveys including 235 workspaces mapped
- 115 creative businesses and organisations surveyed

Impact Overview

Outlined in the following section are the key lessons learned from the programme in its first few years.

In the first phase of the Creative Enterprise Zone programme, the programme has...

Created strong local networks which allowed for agile support of artists, creatives, and workspace providers through the Covid-19 lockdowns.

Across London, the pandemic presented a substantial economic shock to the creative sector. The zones have not been completely immune to London-wide trends of falling employment numbers and a decline in businesses. However, they do appear to have been more resilient, especially during the pandemic. Data shows that between 2018 and 2021, the total number of jobs and businesses across the six zones were largely sustained.

This resilience may be due to the agile nature of the zones. To be specific, their ability to draw on their networks to respond and adapt to the unique challenges and opportunities in their local areas. The programme's place-based approach enables the zones to deliver activities tailored to the needs of their

areas. It also allowed them to change course when necessary and create bespoke solutions to local challenges. This is exemplified in Hackney Wick and Fish Island where they could lean on their networks to provide support and drive community connection. In Croydon, the Creative Enterprise Zone established a £135,000 Emergency Relief Fund, which distributed £35,000 to creative sector £20,250 to freelancers and creative practitioners. While in Tottenham, the zone was able to facilitate peer-to-peer business support to help local businesses re-emerge from lockdown. The networks formed because the programme allowed for strong local connections and the ability for the zones to rapidly adapt to local challenges.

Developed models for diversity and inclusion to be centred in creative sector growth.

The Creative Enterprise Zones programme recognised the lack of diverse representation in the creative industry and sought to address this. The activities delivered often centred around the importance of diversity, equity, and inclusion. As such, funding favoured initiatives that prioritised this. In Brixton, a conscious effort was made to open new spaces and opportunities for the borough's most marginalised residents. This includes the ELEVATE programme which offers paid front-of-house work experience and skills development opportunities to diverse young people. This resulted in a 29 per cent uplift in employment for previously unemployed participants, 70 per cent of whom identified as coming from a minority ethnic background.

Similarly, Croydon's zone focused efforts on widening participation across all activities it delivered, embedding diversity as a priority. For example, The Virtual Careers Roadshow Events was an innovative way to raise awareness of creative careers with diverse groups. This initiative was devised by Croydon Music and Arts and the BRIT School and supported by Creative Enterprise Zones funding. The Creative Enterprise Zones are a way to put diversity equality and inclusion front and centre in the creative industries and drive more equitable growth.

Raised the visibility of cultural and creative industries within local areas, within London and globally.

The Creative Enterprise Zone programme promotes and advocates for the growth and importance of

B. About the Programme

cultural and creative industries more widely. The activities delivered in the zones differed in scope. However, they all contributed to the visibility of cultural and creative industries both within local zones and externally.

For example, the Made by Tottenham brand made creative activity in the Tottenham area more visible. Made by Tottenham's ambassador programme, marketing campaigns and panel events helped signal to creative businesses that Tottenham is a good place to locate. Its placemaking campaigns, including locally commissioned mural, wayfinding and public art, publicly celebrated local artists. By bringing their work into everyday contexts to be enjoyed by all, it improved the perception of Tottenham as a creative place. In Brixton, the Make it Brixton campaign helped form partnerships between different businesses culture and creative industries in policy agendas on a borough-wide scale.

'The Creative Enterprise Zone has helped signpost the area for inquisitive businesses and acted as an anchor for greater investment in the area'

—Workspace Survey respondent, Tottenham

Connected local creatives and residents with the opportunities of regeneration and change.

The Creative Enterprise Zone programme enabled local councils to harness investment and the opportunities of regeneration and change to deliver benefits to residents.

In Croydon, the programme faced the challenge of growing and retaining cultural provision and creative communities in the face of town centre transformation. Creative Enterprise Zone designation enabled 104 new artist studios to be delivered as part of the Grafton Quarter development. In line with the area's music and performance specialism, new busking and outdoor performance spaces were also delivered as part of the regeneration of Queen's Gardens.

Hackney Wick and Fish Island is subject to large scale regeneration and rising land prices. There, the zone

was a key lobbying force to secure the first Creative Land Trust in London as part of the Hackney Wick Central Masterplan. Moreover, the delivery of the White Post Lane Makers Market in Fish Island created a trading opportunity for creatives to benefit from a significant influx of new residents. It also enabled new residents to engage with the local cultural offer.

Growth was noted across all the zones. In this context, the programme can be seen to ensure residents and creatives benefit from additional social and community value, alongside the new homes and spaces delivered.

Strengthened local partnerships and bolstered soft power.

Beyond the space secured and jobs delivered, this evaluation also found that the programme facilitated the social benefit of improved networks and relationships between stakeholders within each of the areas.

The designation of the six areas as 'Creative Enterprise Zones' and the recognition that comes as a result, appears to have bolstered their 'soft power'. In interviews with zone leads, increased levels of trust were reported between local businesses, consortium members and local stakeholders and authorities. These strengthened relationships allowed the zones both to provide more strategic coordination for local activities and signalled to creative businesses that the zones are a good place to locate. This has helped accelerate the activities within the areas. The hope is that these social benefits will continue for years to come.

Trends in the Creative Enterprise Zones 2018-2021

Diversity Equality and Inclusion

- In Brixton, the Elevate Programme engaged 2,290 young people across all programmes, 70 per cent of whom identified as coming from a minority ethnic background
- In Croydon, 40 Covid-19 relief grants were awarded to freelance creative practitioners, 47 per cent of whom identified as coming from a minority ethnic background
- In Deptford and New Cross, 3,300 young people were engaged through the Army of Creatives, 70 per cent of whom identified as coming from a minority ethnic background
- In Hackney Wick and Fish Island, Wick Together and Wick Freelance delivered 48 upskilling sessions for women and non-binary creatives

Workspace

- Workspace providers surveyed in the Creative Enterprise Zones reported uncertain prospects for renewing their leases. However, there are fewer providers not expecting their lease to be renewed within the next two years in the Creative Enterprise Zones (7 per cent) than in London overall (18 per cent).
- The pandemic had a clear temporary negative impact on occupancy levels but most spaces have recovered, and many exceeded pre-pandemic occupancy rates. In numbers: across all surveyed sites from an average of: 78 per cent occupancy pre-Covid, dropping to 47 per cent at the start of the pandemic, now back to 80 per cent.
- Fewer providers reported being in a worse financial situation in the Creative Enterprise Zones (36 per cent) than in London (46 per cent).

Creative Economy

- Against the backdrop of Brexit, the pandemic and a decline in arts funding, the Creative Enterprise Zones have become centres of creative economy resilience. On average, they have recovered to pre-pandemic job and business levels faster than London's wider creative economy.
- Through the programme, the Mayor has protected creative jobs and businesses during the pandemic. The zones weathered the storm of multiple lockdowns and restrictions better than London's wider creative economy and lost fewer creative jobs (-10 per cent) than the London economy more widely (-13 per cent). They also gained creative businesses (22 per cent) at a time of creative business loss across London (-3.9 per cent).
- Even those sectors that were particularly vulnerable to the impacts of the pandemic, like visual and performing arts, proved more resilient in the Mayor's Creative Enterprise Zones, which saw business growth of 7.6 per cent in this sector.
- However, the Zones still follow London-wide trends in term of decline in jobs and businesses in the making and manufacturing sector (including fashion manufacturing and crafts).

Breakdown of Creative Economy Changes 2018-2021

	Brixton	Croydon	Deptford and New Cross	Hackney Wick and Fish Island	Hounslow	Tottenham	CEZ Avg.	London
Per cent change in creative jobs 2018-2021	3.5%	-11.7%	23.8%	64.1%	6.0%	-33.6%	14.2%	7.5%
Per cent change in creative businesses 2018-2021	-13.6%	-2.1%	7.1%	26.6%	-10.2%	35.3%	7.18%	0.4%

A mixed picture for Creative Enterprise Zone jobs and business growth overall

	Brixton	Croydon	Deptford and New Cross	Hackney Wick and Fish Island	Hounslow	Tottenham	CEZ Avg.	London
Per cent change in creative jobs 2019-2020	-2.3%	-19.0%	-29.5%	20.3%	-5.5%	-24.1%	-10.0%	-13.0%
Per cent change in creative businesses 2019-2020	-5.9%	0	0	14.5%	2.6%	10.8%	22%	-3.9%

Resilience to Covid-19 shock across the Creative Enterprise Zones

Delivery Impact at-a-Glance

The Creative Enterprise Zone programme has generated impact across four pillars, addressed differently in each zone through distinct Action Plans.

Space

Creating permanent creative workspaces at below-market rent and ensuring no net loss

7%

increase in number of creative workspaces across the zones

30,441 m²

new creative workspace delivered

2

workspace providers supported to enhance space or buy equipment

Skills and Support

Supporting creative enterprise and developing pathways into creative industries

589

businesses supported

90

presentations and events about the creative sector

30

work experience placements

27

traineeships and internships

Policy

Developing and delivering proactive planning policy and business rates which support artists and creatives

2

new policies to support workspace affordability (in Brixton and Hackney Wick and Fish Island)

1

pioneering Warehouse Living policy (in Tottenham)

Community

Embedding creative production locally and creating inclusive places with links to education

5,829

residents attended Creative Enterprise Zone events

80

organisations involved in Creative Enterprise Zone consortiums

15

new initiatives delivered to enhance sector collaboration

12+

schools engaged

Resilience in London's Creative Places

The Creative Enterprise Zones programme was developed according to the economic rationale of clustering. This means the geographic concentration of creative and cultural industries, businesses, and professionals in a specific area. Clustering has been found to stimulate interaction and collaboration, and so lead to increased innovation, economic growth, and cultural vitality. Tarek Virani is a specialist expert in cultural policy development and creative industries clustering. He supported the development of the evaluation framework for the zones and acted as a 'critical friend' throughout the evaluation process. In this essay, he shares how its findings compare with trends he is seeing in his work in cities across the globe, and how these speak to contemporary approaches to and critiques of cultural development policies.

Supporting creative clusters through policy has gained significant traction in the last ten or so years across the world. From Abu Dhabi and Amsterdam to Bangkok and Baltimore, from Cairo to Sao Paulo creative clusters have become recognised as an important part of regional development, especially as cities across the world continue to face up to de-industrialisation¹. The creative enterprise zone programme fits this narrative, as policy enacted to support creative industries clusters in London. The evaluation of the creative enterprise zone programme provides a mixed picture with regards to its impact on the six zones. This is not surprising for three reasons. First, the creative and cultural industries (Creative and Cultural Industries) are

themselves a mixed picture and operate at multiple scales and through multiple sectors and sub-sectors and working typologies. Organisationally the sector is made up of freelancers, micro-businesses, Small and Micro Enterprises, large media firms, small and large arts and cultural institutions, charities, and numerous types of intermediaries. The mix of these organisational typologies result in peculiarities that differentiate the Creative and Cultural Industries sector from other more traditional ones. For example, we know that analysing firm births and deaths does not accurately describe the sector as much of the work for these organisations, including those that depend on grant funding, is project-based and time constrained. In some instances, for example TV and film, firms are created for one specific project and after the project ends the firm is dissolved. Similarly, freelancers work on a project-to-project basis therefore what constitutes a 'job' very much depends on contractual agreements which rarely go beyond three years.

The Creative and Cultural Industries in most instances do not provide 'jobs for life'. Instead, it works in a more agile way to take advantage of pools of knowledge, capital (social and financial) and resources that exist in wider creative ecosystems in order to deliver projects. This has implications for how we think about the sustainability of zones, districts, clusters and quarters outside of the already well-established problem of the displacement of workers due to the affordability of work space. Programmes like these are thus primarily about providing the

support infrastructure (hard and soft) in order to allow creative and cultural workers to deliver projects. Measuring the impact of zones through jobs created is therefore difficult due to the establishment of the right metrics given the peculiarities of the sector – which the evaluation discusses.

The second reason, closely aligned to the first, is the fact that each of the zones exemplify sub-sectoral differences and a large variance in organisational typology. Where Hackney Wick and Fish Island has many smaller enterprises, Hounslow is made up primarily of larger media companies. This highlights different needs for the Creative and Cultural Industries in each zone and thus produces different impacts on places. The Creative and Cultural Industries work on a number of interweaving scales, some are highly locally bound, but others work more translocally, nationally or globally.

The third reason is the sector's exposure to wider external events, as the Covid-19 pandemic showed, but also evidenced by the fallout from the 2008 financial crisis. The pandemic, and associated lock down measures had a particularly damaging effect on those creative industries that rely on 'place'². Much research on the sector showed that those with primarily digital offers, products or services were much better positioned to withstand the effects and impacts of Covid-19. We are seeing similar signals through the cost-of-living crisis; it would be remiss of us to think that other burgeoning and real shocks are not having the same effect, whether these

B. About the Programme

are associated with climate crisis, conflict affecting supply chains or ensuing financial downturns. Importantly, this does not mean that all Creative and Cultural Industries have to pivot completely to digital offers, far from it. Research also shows the importance of 'place' for innovation – simply because it is at the local level that talent and social capital coalesces or 'clusters'³. This is driven in numerous ways such as pipelines of talent from higher education institutions or through the existence of creative hubs and incubators or highly locally embedded arts and cultural institutions who act as anchors for creative and cultural workers. Whatever the shocks or challenges are the Creative and Cultural Industries are uniquely positioned to be the first to feel the effects, but also the first to begin to adapt - but of course this needs investment and support at government level.

'The pandemic, and associated lock down measures had a particularly damaging effect on those creative industries that rely on "place".'

Considering these three realities the evaluation of the creative enterprise zone programme has revealed some important outcomes. The first and perhaps most telling one is that the impact of the pandemic was more detrimental for the creative

sector in comparative regions and London more broadly than it was for the Creative Enterprise Zones in terms of both jobs and company indicators⁴. This indicates that the Creative Enterprise Zone regions seem to be more resilient. The performing and visual arts in the Creative Enterprise Zones, which have historically been less resilient, confirmed this finding.

'Whatever the shocks or challenges are, the creative and cultural industries are uniquely positioned to be the first to feel the effects, but also the first to begin to adapt — but of course this needs investment and support at government level.'

Current research on creative sector resilience shows that in the UK there exist several markers or characteristics which can contribute to levels of resilience for creative micro – businesses – micro-businesses being the primary focus of the evaluation. These include the obvious ones such as: having a digital offer, product or service; being able to pivot to digital quickly and having robust online business models. However, there are also not so obvious ones such as: the level of collaboration

with sectors within and outside of the Creative and Cultural Industries, having the acumen to take advantage of government funding schemes and support measures, moving from global to more local supply chains, using more freelance labour, and conducting more research and development in order to test potential re-purposing or pivoting of offers, products and services⁵.

Many of these markers tacitly highlight the importance of location as the nexus for creative clusters. Indeed one of the main recommendations, and this is the second interesting outcome, taken from the evaluation is that the stated goals of such programmes should be clarified to emphasise a stronger role in the development of the local creative sector ecosystem and its integration into the local community, while also acknowledging the more limited role that can be played in establishing new local policy or bringing in new workspace investment.

Ecosystems and ecologies are increasingly being used to analyse and understand the Creative and Cultural Industries⁶. This is a result of the realisation that forensic efforts to define, delineate, and demarcate the creative and cultural sector through taxonomies and definitions have not produced the analytical tools and knowledge required to accurately examine its intricate workings, contexts, traits, and performance⁷. This is explicitly located within a discussion of a conceptual change by researchers from specifically 'creative clusters' to 'creative ecosystems'. This is because

B. About the Programme

we are able to have a better, deeper, and more contextual understanding of how the creative and cultural Industries work to maintain and sustain themselves through the lens of an ecosystemic perspective. It allows us to make sense of the varying scales (formal and informal as well as geographic) of activity and the complex interconnections between them, it opens up and affords for more holistic and indeed experimental research methodologies, it allows us to gain a more accurate understanding of the contextual realities of cultural production, and perhaps most importantly it allows us to be better informed with respect to thinking through policy to support the sector locally, nationally, regionally and globally. This last point is especially salient given the effects of the pandemic.

Lastly, and perhaps most importantly, it is crucial to acknowledge the importance of social inclusion for the Creative Enterprise Zone programme and the Creative and Cultural Industries as a whole. While the evaluation shows some improvement in this area in certain zones, the Creative and Cultural Industries in the UK does not do well in this area⁸. Recent research has shown that while there are no immediate financial benefits for creative and cultural organisations who enact social inclusion practices, those who do last longer⁹. In other words the survivability of the sector depends on it being as open and inclusive as possible. Moreover, the impact that social inclusion practices have on place and local areas driven by the creative economy reaps all sorts of wider social benefits

which is why social inclusion was central to the year 2021 being declared the International Year of Creative Economy for Sustainable Development at the 74th United Nations General Assembly¹⁰ – based on the UN Sustainable Development Goals¹¹. Recent work in The Netherlands shows that resilience for creative and cultural sub-sectors solely depends on its inclusion of different types of ‘diversities’ including minorities people, as well as different organisational typologies and other sectors¹². In other words in order for creative ecosystems to strengthen and grow their resilience they need to ameliorate the problem of social exclusion.

‘The survivability of the sector depends on it being as open and inclusive as possible.’

Thus the Creative Enterprise Zone programme, as it has performed to date, can very much be seen as a necessary and important work in progress that is beginning to uncover the highly complex ecosystems at play for London’s Creative and Cultural Industries. As the learnings from this programme are distilled, and as the programme continues, it is becoming clearer that support for the creative industries involves taking a full view of the creative industry ecosystem and prioritising social inclusion practices at all levels.

Tarek Virani is a cultural economist and Associate Professor in the Creative Industries at University of West England Bristol. His focus is on the urban and urban dynamics as they pertain to the creative and cultural industries.

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Arturo Soto Flores, Cockpit Arts

C

Place-based Profiles

- Brixton
- Croydon
- Deptford and New Cross
- Hackney Wick and Fish Island
- Hounslow
- Tottenham



Brixton



Adult art classes at 198 Contemporary Arts and Learning, Brixton

Accelerating Inclusion of Under-represented Groups in Creative Sector Growth

Brixton's creative cluster has long been responsible for world class creative production, entertainment, and driving social impact.

Under the brand Make It In Brixton, the Creative Enterprise Zone has developed strong local partnerships. This has helped to support the delivery of new workspace, creative upskilling initiatives and innovative policies protecting affordable workspace. Brixton has focused on the positive impacts creative sector growth delivers for residents in terms of improved access to jobs and skills. In doing so, the area's creative sector industries have seen increased inclusion.

Despite slow job growth relative to London, the Brixton Creative Enterprise Zone area saw significant growth in creative consumption sectors due to the growing presence of music, performance, visual arts, museums, and galleries. With further fundraising and investment secured, Brixton will continue to grow its creative industries.

Overview

Borough:
London Borough of Lambeth

Name:
Make it in Brixton

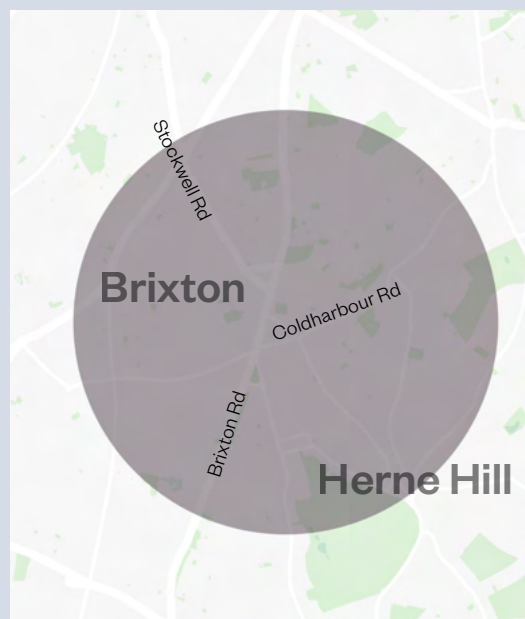
Funding:
£1,020,000 core funding
£400,000 match funding

In Brixton Creative Enterprise Zone 2018-2021:

12,025 m²
(129436 sq ft) creative workspace delivered

3.5%
increase in creative sector jobs

-13.6%
decrease in creative sector businesses



Map of Brixton Creative Enterprise Zone boundary

Context

The Brixton Creative Enterprise Zone, located in the borough of Lambeth, includes Brixton town centre and the surrounding areas of Herne Hill, Loughborough Junction, South Stockwell, and Brixton Hill. Brixton's economic centre is small, tightly knit, and well-connected. Its creative cluster is in the town centre and along the surrounding side streets, archways, and industrial spaces. It has become a leading area for creative production, entertainment, and driving social impact. Even before the zone, numerous initiatives which closely aligned with the Mayor's vision for creative enterprise were already in progress. These initiatives include significant workspace projects, the evolution of the London Borough of Lambeth's local planning policy framework, and the efforts of key business groups, such as the Brixton Business Improvement District and the Brixton Design Trail.

Brixton has successfully used its Creative Enterprise Zone status to enhance its efforts to promote economic growth and expand opportunities for individuals from diverse backgrounds. Despite only a 3.5 per cent growth in creative sector jobs 2018-2021, Brixton has seen strong performance in music, performance and visual arts (12.2 per cent job increase) and design and designer fashion (also 12.2 per cent job increase) The Creative Enterprise Zone investments have been integrated with significant private and public sector investments, as well as Business Improvement District investments. Together this has helped to create a more unified and effective growth strategy. The availability of Creative Enterprise Zone finance has also facilitated additional fundraising, forging new partnerships, and catalysing investment to secure and promote the creative future of Brixton.

In Brixton, the Creative Enterprise Zone has...

Delivered affordable creative production space to support job growth

The Creative Enterprise Zones programme directly contributed essential funding to the delivery of

Space spotlight: Future Workspace Fund

Who was involved:

London Borough of Lambeth, Greater London Authority (Good Growth Fund), STRIDE (South London Innovation Programme)

What it was:

Launched in 2020, the Future Workspace Fund committed to investing in affordable workspace across the London Borough of Lambeth. The fund aimed to facilitate 13,380 m² of new or enhanced affordable workspace to benefit at least 640 businesses each year and protect at least 1,900 jobs in creative and digital industries, life sciences and low carbon. The first round committed £2m and supported the launch of four new workspaces.

6425 m² workspace delivered

258 businesses benefited

960 new jobs supported

C. Place-based Profiles

workspace in Brixton. It also indirectly contributed by generating the policy conditions and strategic momentum for a range of public and private delivery initiatives.

In 2018, research underpinning the establishment of the Creative Enterprise Zone highlighted the inadequate availability of creative workspace in Brixton, which limited the growth of the creative sectors. With few permanent creative workspaces locally and no clear definition of affordability for artists and creatives, rising property prices were a key risk.

To address this decline in workspace and promote growth and investment in new spaces, Creative Enterprise Zone investment was added to the 2020 Future Workspace Fund. This is a capital fund supporting affordable and supportive workspaces across the borough. In the first round of the Future Workspace Fund, four workspace providers were helped to establish or expand their Lambeth operations. One of these, 198 Contemporary Arts and Learning, opened in 2021, also with support from the Mayor of London's Good Growth Fund and Stride Funding. It provided 225 m² of workspace, serving 10 businesses and sustaining 26 jobs.

At County Hall, Sustainable Workspaces, the UK's foremost incubator of sustainable businesses, also provided a further 4,180 m² of workspace and supported over 100 low carbon businesses. In addition, the Future Workspace Fund enabled the Artist Studio Company to purchase and renovate a property in Streatham Hill. This allowed 59 artists and makers to benefit from affordable rents and ensured the long-term security of the property as workspace.

The Brixton Creative Enterprise Zone programme went beyond funding workspace by also encouraging landowners to promote long-term and meanwhile creative uses for vacant properties. This included the Tripod, a meanwhile space in Lambeth Town Hall, designed by award-winning local creatives Eley Kishimoto and Dolman Bowles and operated by Meanwhile Space Community Interest Company. Tripod provided an example for partners of how studio and desk provision could transform redundant space into affordable and productive spaces. The Creative Enterprise Zone stakeholders also facilitated negotiations to transform underused space in the Brixton Rec into a new creative production workspace and creative education space.

Skills and Support spotlight: Elevate

Who was involved:

A New Direction (Challenge London Fund)

What it was:

The programme comprised of three strands: ELEVATE Neighbourhood, which gave Lambeth young people the chance to collaborate on creative projects outside of school, ELEVATE Education, which improved arts education access within Lambeth schools and ELEVATE Careers, which offered work experience and internship opportunities for young people in partnership with Lambeth art institutions.

C. Place-based Profiles

Supported initiatives and enterprises to deliver social impact

The Creative Enterprise Zone programme created a coordinated and accelerated approach to maximising the positive social and environmental impact of creative activity in Lambeth. The Creative Enterprise Zone in Brixton built on an existing local focus on supporting social impact and mission-driven creative practices. Creative Enterprise Zone status amplified this specialism by creating opportunities to directly fund initiatives that delivered impact and encouraged new initiatives to maximise their value.

Some of the newly delivered or improved workspaces in Brixton Creative Enterprise Zone had unique social impact-driven missions. For instance, 198 Contemporary Arts and Learning provided discounted rent and space hire fees for young local creative practitioners. Meanwhile, Sustainable Workspaces at County Hall focused on early-stage sustainable businesses, providing business support and access to investors and expertise for over 100 businesses.

International House Brixton, operated by 3Space, widened access to affordable workspace in Brixton for young people, non-profits, and community groups. The Buy Give Work scheme provided five floors of space for high growth businesses that subsidised five floors of space for start-ups and social enterprises, with a further three floors handed over to networking and community space. The space hosted organisations such as Healthy Relationships, which used photography to explore issues around consent, mental health, and relationships and events like the Black Culture Market showcasing local small creators.

Moreover, the Brixton programme supported rollout of a Social Value Services Agreement. This required tenants at workspaces Tripod, LJ Works, and International House to become Living Wage Accredited to benefit from the spaces. They were supported in the accreditation process. Many were also required to deliver minimum time contributions to community activities, outreach, and volunteering. This helped to amplify the impact creative industries made in the local community.

Policy spotlight: Affordable Workspace Policy

Who was involved:

London Borough of Lambeth

What it was:

The 2021 Lambeth Local Plan brought forward greater protection for commercial space across the borough. The Creative Enterprise Zone Leads directed viability analysis on draft affordable workspace policy approaches and implemented a Brixton Creative Enterprise Zone Affordable Workspace Policy. The policy requires that all Creative Enterprise Zone developments proposing at least 1,000 m² gross office floorspace should provide 10 per cent of the rentable floorspace as affordable workspace for a period of 25 years. A clear definition of affordability was provided, from 50 to 85 per cent below market rents.

Community spotlight: Make it in Brixton Channel

Who was involved:

London Borough of Lambeth, The Brixton Project

What it was:

Make it Brixton was developed as the campaign to promote Lambeth's Creative Enterprise Zone. The brand identity was developed in consultation with the Creative Enterprise Zone Consortium Board and Network and was designed to unite all stakeholders in the local creative community.

C. Place-based Profiles

Tested and implemented policies that protect creative sector land uses

The Creative Enterprise Zone programme in Brixton allowed the council to test policy approaches to supporting creative enterprise within a focused geography. Several spatial policies were created and applied to the zone. These are anticipated to inform future policy approaches elsewhere in Lambeth and, potentially, London.

For example, to protect existing workspace in the zone, a policy was launched in 2019 which prevented commercial spaces from being converted into residential use (Article 4 direction to remove Permitted Development Rights). The 2021 Lambeth Local Plan also included policies to protect important land uses for creative and cultural activities, including measures to safeguard office space (Policy ED1) and industrial land (Policy ED3).

Thanks to funding from the Creative Enterprise Zone programme, an Affordable Workspace Policy (Policy ED2) was also developed specifically for the zone. This policy required that new developments with at least 1000m² gross office floorspace provided 10 per cent of this as affordable workspace, with specific market rent discounts based on development scale and location within the zone and town centre. The impact of these policies on the volume and quality of space delivered will be seen in the years to come.

Improved inclusion for under-represented groups in creative sectors

The Creative Enterprise Zone programme centred on supporting local people to access opportunities from the area's creative growth. This was by enhancing communication with new stakeholders, increasing the visibility of diverse creatives, and consolidating various inclusion initiatives under a shared umbrella. When the Brixton Zone programme was launched in 2018, the gap between the skilled and economically active population and economically excluded residents in Brixton was widening. Coldharbour Ward, for example, was ranked in the 10 per cent most deprived wards in England, with the lowest employment rate

In Phase I of Brixton Creative Enterprise Zone, 2018–21...¹



-13.6% in business counts



4% in creative job counts



Highest churn for IT, software and computer services (42% of business births and 24% of business deaths)



Doubled ratio of consumption venues to production facilities

¹ Analysis of job counts based on ONS BRES (2016–2021). Analysis of business counts based on ONS UK Business Counts (2016–2022). Turnover and birth and death information comes from ONS IDBR and is scaled from local authority level. A full data dashboard for the Creative Enterprise Zones and more information about this data can be found: <https://data.london.gov.uk/dataset/cez-data-repository>

C. Place-based Profiles

in the borough and one of the lowest rates of cultural participation in London. The research found that the barriers to participation in Lambeth were primarily a lack of networks and information, unfair recruitment practices, unpaid entry points to employment, and low visibility of creative career pathways among educators, young people, parents, and carers.

The Make It in Brixton digital platform was developed as a public campaign for the Creative Enterprise Zone to promote communication and visibility. Managed by The Brixton Project, the brand provided a centralised source of information and a common voice for practitioners, educators, spaces, and facilitators, creating opportunities for more people to engage with the zone activities. This resulted in increased engagement with the initiative and greater visibility for diverse creatives as well as disabled creatives, groups identified as under-represented in the sector.

The Creative Enterprise Zone Programme also promoted inclusion through skills and career development. One of its initiatives, the ELEVATE Programme, aimed to address the under-representation of certain groups in the creative industry. These groups included people of diverse heritage, those from low-income backgrounds, disabled people, and women. As part of ELEVATE, Lambeth Front Line provided paid front-of-house work experience and skills development opportunities.

Creative Sector Trends

Although the total number of businesses in the Brixton Creative Enterprise Zone has decreased by 21 per cent from 2018 to 2021, data on businesses and jobs shows that the creative industries in the zone has grown by 3.5 per cent during the same period.

However, the IT, software, and computer services sector experienced the most significant churn during this period, accounting for 41.7 per cent of business births and 24.1 per cent of deaths in 2021. The proportion of businesses in this sector dropped from 30 per cent in 2018 to 25 per cent in 2021, but it still generated the highest turnover of any sector (25 per cent) in the Creative Enterprise Zone.

Despite the decrease in the IT sector's proportion, the annual creative turnover remained strong and increased consistently year on year, aligning with the general trends in London. Moreover, the ratio of Brixton creative enterprises linked with cultural consumption relative to cultural production has increased significantly, from 4 per cent to 8 per cent, primarily because of the growing presence of music, performance, visual arts, museums, and galleries, although it is still lower than the London average (11 per cent).



Mural at 198 Contemporary Arts and Learning



198 Contemporary Arts and Learning



Michael Campbell, 198 Contemporary Arts and Learning

Case study: Elevate Careers and Elevate Neighbourhoods

In 2018, Lambeth's bid for London Borough of Culture, "Radical Hearts Open Minds," won a Cultural Impact Award from the Mayor of London. The award of £200,000, combined with successful Creative Enterprise Zone funding, gave rise to ELEVATE.

Following the Creative Industries Federation's recommendation that the sector become more representative of UK society, ELEVATE focused on addressing the under-representation of ethnically diverse communities, people from low-income backgrounds, people with disabilities, and women in the creative workforce.

This involved confronting the fact that only 11 per cent of creative jobs are held by people other than White British, despite 60 per cent of Lambeth residents identifying as such. The Creative Enterprise Zone was directly

involved in two strands. ELEVATE Neighbourhoods aimed to connect youth to the creative industries by distributing grants to local creative organisations for youth engagement projects. Meanwhile, ELEVATE Careers focused on connecting young people with creative industries through a careers festival, a front-of-house paid work experience programme, a production training programme, a digital arts lab, and an activity pack for primary schools.



2,290
young people
engaged across all
programmes

70%
of participants
identified as coming
from a minority
ethnic background

26
creative businesses
brought into
partnership

30
Lambeth residents
received paid work
experience

29%
uplift in employment
for previously
unemployed
participants

100%
of participants
stated the
experience would
have a positive
impact on their lives



	Activity delivered	Details
Space	Future Workspace Fund	Launched in 2020: £8 million capital for affordable workspaces across the borough for 5 years. Spaces opened include: 198 Contemporary Arts and Learning, Ten87 Studios, Sustainable Workspaces at County Hall, Artists Studio Company.
	Live-Work within Brixton Affordable Workspace Policy	New policy included in Brixton Affordable Workspace policy.
	Tripod	465 sqm of affordable creative workspace (studio and fixed desk spaces) at Lambeth Town Hall
	International House	12-storey building opened in early 2019, including affordable commercial space for freelancers and startups, rent-free space for groups at risk of displacement (including young people, artists, and community groups), and publicly accessible hospitality and workspace space.
	Brixton REC	Proposals developed in collaboration with muf architecture/art and local groups and organisations. £4 million project funded by Good Growth Fund, council, and other grants. Ready for occupancy in March 2023.
	LJ Works	Opened in October 2022: 1,750 sqm of affordable employment space in Loughborough Junction. £2.5 million project with London Regeneration Fund and Lambeth Council contributions.
Business and Skills	Elevate Programme	The council partnered with cultural organisations to submit a successful bid to A New Direction (from the Challenge London fund) for the creation of a Local Cultural Education Partnership as part of ELEVATE. Pilot project supported by Creative Enterprise Zone and European Social Fund funding.
	Elevate Youth Advisory Board	18–30 year old board which advise, guide and curate ELEVATE programmes.
	London Living Wage requirements	Affordable workspace tenants at Tripod, LJ Works, and International House) supported to become Living Wage Accredited. International House is the first London Living Wage building.
Policy	Article 4 Direction	Implemented in 2019 to remove permitted development right to convert commercial space into residential
	Lambeth Local Plan	The 2021 Lambeth Local Plan included a number of proposals involving Creative Enterprise Zone priorities including Policy ED1, ED3 and ED2.
	Affordable Workspace Policy	Policy embedded in Local Plan (ED2) with specific policy for Creative Enterprise Zone, accompanied by Affordable Workspace Supplementary Planning Document.
	Full fibre in new development	Policy T9 Digital connectivity infrastructure included in Local Plan.

	Activity delivered	Details
Community	School partnership community projects	Raising the Game programme to showcase creativity.
	Make It in Brixton Channel	Make It in Brixton campaign to promote Lambeth's Creative Enterprise Zone, managed by The Brixton Project to bring together local stakeholders
	Manual guide for creative activation	Creative Activation Manual identifies locations for creative intervention, inspiring community participation in their development..
	Wayfinding commission	Brixton Business Improvement District (BID) intends to commission a creative wayfinding scheme for the town centre to direct visitors and celebrate Brixton's visual identity.
	Social value services agreement	Affordable workspace tenants in Tripod, LJ Works, and International House supported to become Living Wage Accredited. Some have a social value lease and must deliver a minimum of 1 hour per month to community activities.
	Brixton House	New purpose-built home for Ovalhouse Theatre in Somerleyton Road development.
	Start-ups in London Libraries	Business support provided since 2019.

Croydon



Adebayo Bolaji is a multi-disciplinary artist based at ASC studios in Croydon

Growing a Performing Arts Specialism that Reflects Local Ethnic Diversity

As the birthplace of punk and grime, Croydon has a rich cultural heritage. Key cultural institutions in the town centre, combined with an array of small-scale and independent creative enterprises, create a varied ecosystem with a music and performing arts specialism.

Croydon Creative Enterprise Zone has used the opportunities of an active development landscape and investment in the public realm to drive a focus on growing the local music and performing arts sectors. They have prioritised supporting emerging creatives from diverse ethnic backgrounds, a group which represents most residents but are under-represented in the local cultural and creative sectors.

Although Croydon's creative jobs and business counts overall were severely impacted by the Covid-19 pandemic, the focus sectors of music, performing and visual arts experienced remarkable growth. Croydon's selection as 2023 London Borough of Culture represents an opportunity to showcase the emerging talent that has been grown in the zone.

Overview

Borough:
London Borough of Croydon

Name:
Croydon Creatives

Funding:
£870,000.00 core funding
£300,000 match funding

In Croydon Creative Enterprise Zone 2018-2021:

1,302 m²
(14014.6 sq ft) creative workspace delivered

-11.7%
decrease in creative sector jobs

-2.05%
decrease in creative sector businesses



Map of Croydon Creative Enterprise Zone boundary

Context

Located in the heart of the London Borough of Croydon, the Creative Enterprise Zone has embraced the town's rich cultural heritage. The town centre is home to various cultural institutions, major workspace providers, as well as small-scale and independent cultural spaces. However, the active development of Croydon has led to many key creative and cultural organisations operating out of meanwhile use spaces. The Croydon Creative Enterprise Zone has experimented with a 'spoke' model, including South Norwood as the first spoke' area.

In Croydon, the Creative Enterprise Zone has...

Connected creatives in music and performance with opportunities in fast paced development landscape

The Creative Enterprise Zone Programme in Croydon harnessed the potential of new development opportunities to create fresh spaces for creative activity. Croydon underwent significant redevelopment and change in the past several years, and a 2017 study revealed that the escalating rents in Croydon Town Centre were disproportionately impacting small creative enterprises, leading many to relocate. As Croydon was designated an Opportunity Zone and Growth Zone in the London Plan, it was subject to additional targets for housing and employment. The Creative Enterprise Zone Programme had a focus on sustaining and retaining valuable creative space for culture amidst this rapid transformation.

The Creative Enterprise Zone funding provided support for the development of over 8,000 m2 of studio, rehearsal, and performance spaces. Two new spaces are based in Fairfield Halls. The John Whitgift Community Cube is a new rehearsal space for dance and theatre production with capacity for 100 people while the Talawa Studio Space has capacity for 200 people and is designed specifically for the Talawa Theatre Company's writing and theatre production needs. Other funded spaces included Front Room, a

Space spotlight: Talawa Theatre Company Studio

Who was involved:

Talawa Theatre Company

What it was:

A renowned Black drama group based in Croydon, widely regarded as the most successful Black theatre company in Britain. Good Growth funding was contributed to a new 200 capacity (118 m2) writing and theatre production studio space for the company. The venue is the first permanent home for the company in nearly 25 years and provides Fairfield Halls with a rich and relevant cultural offering.

Policy spotlight: Croydon Creatives Directory

Who was involved:

Creative Enterprise Zone

What it was:

A directory of creative organisations and businesses was developed to increase visibility of the local creative sector. A workspace provider list and map became part of this, linking potential tenants with operators delivering spaces.

'The emphasis on giving visibility to Black artists and creatives has been important.'

— Shanice Palmer, Founder, Shanice Palmer Studio

C. Place-based Profiles

small-scale music and theatre venue, Nexus creative tech hub with 35 co-working desk spaces on the High Street, Conditions Studio with 14 new low-cost studios, and Matthew's Yard with 50 co-working desk spaces.

Creative Enterprise Zone status also signalled increasing priority for the delivery of creative production and performance spaces, leading to additional spaces supporting Croydon's music and performance specialisms. For instance, the Grafton Quarter (managed by Artist Studio Company) provided 104 new affordable artist studios. Additionally, the development of Queens Gardens introduced six new busking and performance spots and a new outdoor performance space.

Convened and networked to generate new creative partnerships

Croydon Creatives played a crucial role in bringing together existing initiatives and stakeholders with shared missions. Although Croydon's cultural scene was already thriving, creatives worked in isolation. The creation of the zone played a vital role in formalising stakeholder networks.

One mechanism for networking was the Creative Enterprise Zone Lead, who was responsible for overseeing the delivery of the Creative Enterprise Zone programme, which enabled the coordination of various projects and initiatives. Additionally, a Consortium of 31 key local stakeholders in the creative industries was established, and this Consortium has now been constituted as a Community Interest Company.

A strong brand identity was developed to signify the Creative Enterprise Zone status, which led to the creation of the Croydon Creatives brand by a local designer. The brand was used to develop a website, which played a crucial role in promoting and marketing the Creative Enterprise Zone within Croydon and for building media and partnership collaborations.

Community spotlight: Fairfield Production Fund

Who was involved:

Creative Enterprise Zone, ACE Lottery Fund

What it was:

A fund supporting performing arts in Croydon benefiting Talawa Theatre and Jose Agudo Dance Company. The Fairfield Production Fund was a catalyst for further investment from Arts Council England and DanceEast. For Jose Agudo, the partnership launched with two performances of Sadler's Wells commission 'Silk Road' and followed with a residency to create a new full-length production of Carmen.

'The level of support, both financial and in creating a temporary home base for the company, created an outstanding production that toured to critical acclaim. We visited ten UK venues, a festival in France and ended the tour on the Waterfront Stage at Latitude Festival in summer 2022.

It was an incredible period of development for the Company, which helped us raise our profile, audience reach and expand on a shared vision for cultural placemaking.'

— Claire Cunningham, Executive Producer and Manager, Jose Agudo Dance Company

C. Place-based Profiles

Lowered barriers to participation in the music and performance sectors

The Croydon Creative Enterprise Zone focused on making it easier for young and ethnically-diverse people to develop careers in performing arts such as music and theatre. Croydon had a young population, with 55 per cent under the age of 34, compared to 50 per cent across London.

To ensure that everyone had access to opportunities in the creative industries, the Creative Enterprise Zone prioritised widening participation across all activities it delivered, embedding diversity as a priority. For example, the Young People's Creative Workspace Fund gave artists under 25 and recent graduates from Croydon higher education institutions a 40 per cent discount on studio and co-working space.

The Virtual Careers Roadshow Events, devised by Croydon Music and Arts and the BRIT School and supported by Creative Enterprise Zone funding, were an innovative method to raise awareness of creative careers with diverse groups.

Unlocked funding to accelerate sector growth

Creative Enterprise Zone status unlocked wider funding and development opportunities for creative enterprise in the borough. It also ensured that the focus of this funding maximised diversity and inclusion in music and the performing arts. For example, Creative Enterprise Zone status provided a geographic area of focus for £300k European Social Fund funding, part of the European Structural and Investment Funds aiming to improve employment opportunities across the European Union and improve job prospects. This funding aims to deliver business support tailored to 140 businesses, an incubator business support programme supporting 25 businesses and bespoke marketing, social media, and digital training for young people in the creative industries. The Creative Enterprise Zone structure allowed for more focused and efficient delivery of relief to creative and cultural organisations in response to Covid-19, for example, a tapered three-year business rates relief.

Skills and Support spotlight: Virtual Creative Careers Roadshow

Who was involved:

BRIT School

What it was:

A virtual Creative Careers Roadshow in local secondary schools, raising awareness of creative careers with diverse groups. This provided an opportunity for young people to gain insight into careers in the creative industries. With the onset of the Covid-19 pandemic, the Croydon Zone pivoted to digital delivery, producing a series of six videos which remain available on YouTube.



Jose Agudo Company's production of Carmen

Creative Sector Trends

Croydon Creative Enterprise Zone, although facing a difficult recovery for the creative industries during the Covid-19 pandemic, has witnessed growth in targeted industries. Only two Creative Enterprise Zones, including Croydon, experienced a significant drop in creative jobs and businesses during 2020–21, which have not yet fully recovered. Specifically, the sound sector has seen a 50 per cent drop in job counts between 2018 and 2021. Over the same period, the IT, software, and computer services sector experienced a 25 per cent drop and the publishing sector a 32 per cent drop. This has been partially offset by remarkable growth in music, performance, and visual arts. These were identified as existing growth sectors for Croydon in 2017 and were targeted with specific activities across all pillars. The resilience of jobs in these sectors throughout the Covid-19 pandemic is consistent with the general pattern of resilience in these sectors across all Creative Enterprise Zones. However, Croydon Creative Enterprise Zone stands out from other areas and even from London as a whole, with an over 200 per cent increase in music, performance and visual arts jobs 2018-2021.

‘Croydon’s creatives have always punched above their weight in their cultural contributions and the Creative Enterprise Zone works to support that tradition through strengthening the sector and channelling talent’

— Marcus Harris-Noble, Croydon Creative Enterprise Zone Manager

In Phase I of Croydon Creative Enterprise Zone...¹



-11% decrease in job counts and **-2%** in business counts



77% increase in job counts for design and designer fashion



Stronger proportional presence than comparators for IT, software and computer services



200% increase in music, performance and visual arts jobs

¹ Analysis of job counts based on ONS BRES (2016–2021). Analysis of business counts based on ONS UK Business Counts (2016–2022). Turnover and birth and death information comes from ONS IDBR and is scaled from local authority level. A full data dashboard for the Creative Enterprise Zones and more information about this data can be found: <https://data.london.gov.uk/dataset/cez-data-repository>



Case study: Emergency Relief Fund

In 2020, in response to the Covid-19 regulations the London Borough of Croydon established a £135,000 Emergency Relief fund for organisations with a track record in the creative industries and cultural sectors. £35,000 of this was re-purposed from the Creative Enterprise Zone Business Investment Fund, with the other £100,000 coming from the London Borough of Croydon culture budget. The fund had two strands: emergency relief (specifically for helping with overheads and the focus of the re-purposed Creative Enterprise Zones funding), and programme activity (supporting delivery of cultural activity, but online).

The grants supported individual freelance creative practitioners to refocus their business models to adapt to the 'new normal' of social distancing in place after lockdown was lifted and before the end of the crisis and re-opening of major venues. Eligible expenditure included purchase of new equipment, training, business advice and support. In some cases, new online activity was supported but focused on business models and financial survival during this unprecedented period.

£35,000

distributed to nine key Creative Enterprise Zone consortium organisations

£20,250

distributed to freelancers and creative practitioners

47%

of recipients from an under-represented ethnic background

80%

of recipients still in creative practice 24 months after receiving grants

40

grants awarded

	Activity delivered	Details
Space	John Whitgift Community Cube (Fairfield Halls):	New dance and theatre rehearsal space offered at a discounted rate to local organisations through Creative Enterprise Zone Fairfield Community Fund.
	Talawa Studio Space (Fairfield Halls)	New theatre production studio space for Talawa Theatre Company.
	Front Room	Production and venue space for music and theatre.
	Nexus creative tech hub	Co-working space on the High Street.
	Conditions Studio	14 new low-cost artist studios
	Matthews Yard co-working space	New co-working space
	Grafton Quarter	Workspace managed by ASC at Grafton Quarter development.
	Queen's Garden performance space and busking spaces in Croydon Town Centre	New busking and performance spaces in Queen's Garden and network of busking spots in Croydon Town Centre funded by Creative Enterprise Zone with code of conduct and performer database through the Croydon Music City initiative. Large scale £20k mural in Queens Garden funded by Creative Enterprise Zone celebrating Croydon's music heritage (start point for a new music heritage trail launching in June 2023).
Business and Skills	Virtual Creative Careers Road show	A Virtual Creative Careers Roadshow was held in local schools in partnership with BRIT School to raise awareness of creative careers among diverse groups
	Croydon Creatives Internship programme	Paid internship schemes for under-25s with leading creative organisations, supported by Creative Enterprise Zone, European Social Fund and the Croydon Partnership).
	Croydon Creatives Directory	Croydon Creatives Directory hosted on Croydon Creatives website composed of 188 entries.
Policy	Business Rates Relief	3 year tapered business rate relief for creative businesses and workspaces.
	Support for creative industries in the Local Plan	Local plan policies supporting creative industries and workspaces, including awarding of Section 106 contributions to cultural infrastructure.

	Activity delivered	Details
Community	Croydon Creatives	Croydon Creatives brand currently developed by a local designer, including website development, marketing and promotion, and media partnerships.
	Croydon Collection	Community ownership framework and mural commission launched at Rise Festival, featuring new sites and involvement of artists and communities in collection development, with 60 revealed murals.
	Croydon Music City research and development	Development of Croydon Music City and Network, an initiative working to support Croydon's music sector.
	NEXUS Talks	Series of online and recorded talks with creative leaders.
	Performing Arts Production Fund	Support given to Jose Agudo's Company and to Talawa Theatre Company
	Young People Creative Workspace Fund	Discount scheme on studio and co-working space for local young people. Scheme provided by ASC Grafton Quarter, Nexus, Matthews Yard, Conditions, Turf Projects, Fashion Meets Music and Stanely Arts.
	Croydon Works' Social Charter	Development of a Creative Enterprise Zone Inclusion charter for engaging with ethnic minorities and disadvantaged communities receiving Creative Enterprise Zone benefits.
	Creative Enterprise Zones 'Spokes' Development Fund	Research on emerging creative clusters managed by London Borough of Croydon.
Communities Showcasing Fund	Supporting work for Sir John Whitgift Studio	

Deptford and New Cross



Yusuf Osman is the UK's foremost authority on fine saddle-stitched leather goods. He is based in a studio at Cockpit Arts Deptford.

Connecting Local Creatives with a Global Knowledge Hub

North Lewisham is one of London's fastest growing clusters of creative activity with anchor institutions like Goldsmiths, Trinity Laban, and The Albany. As a result, Deptford and New Cross is now an internationally recognised hub for creative education and research with a talented pool of creative graduates.

The Deptford and New Cross zone, called SHAPES Lewisham, has focused on raising awareness of careers in the creative industries among residents and connecting them with opportunities of major cultural institutions. It has unlocked further funding to develop creative networks and has generated momentum behind cultural policy and strategy. This energy helped Lewisham become the London Borough of Culture 2022. While Lewisham creatives were severely impacted by job loss during the pandemic, these numbers recovered relatively quickly to pre-pandemic levels in 2021. This showed resilience compared to other similar London areas.

Overview

Borough:
London Borough of Lewisham

Name:
Shapes Lewisham

Funding:
£970,000 core funding
£400,000 match funding

In Deptford and New Cross Creative Enterprise Zone 2018-2021:

10,109 m²
(108,812.2 sq ft) creative workspace delivered

23%
increase in creative sector jobs

7%
increase in creative sector businesses



Map of Deptford and New Cross Creative Enterprise Zone boundary

Context

The Lewisham Creative Enterprise Zone covers the north of the borough and is centred on Deptford and New Cross. The zone has built on this area's status as one of London's fastest growing clusters of creative activity and a hugely significant centre of creative research, education, and entrepreneurship, anchored around established cultural institutions. The rapid development of the area has called for specific attention to the creative sector's local ecosystem to ensure it can effectively respond to these changes.

In Deptford and New Cross, the Creative Enterprise Zone has...

Connected residents with global institutions

The Creative Enterprise Zone in Lewisham has helped to make sure that local communities have the right skills and opportunities to be able to participate in the cultural opportunities provided by major institutions including Goldsmiths. Research in 2018 revealed that many people in the area were not aware of the growing creative industries, which could provide jobs in an area with high levels of poverty. At the same time, research identified a need for graduates from Trinity Laban and Goldsmiths to be able to put down roots locally and build on networks established while studying.

One way the Creative Enterprise Zone facilitated this was through advocating for improved public access to Goldsmiths' facilities. George Wood Theatre and Curzon Cinema have both been made available for external use. The Creative Enterprise Zone continues to explore which Goldsmiths' buildings could be offered on a 24-hour basis to creative businesses. However, the onset of the Covid-19 pandemic has introduced challenges to doing so. Given the significant capital investments these organisations have made to develop and upgrade creative space (including the 7,319 m² expansion of Trinity Laban) the Creative Enterprise Zone's role in maintaining relationships between the council and creative institutions has generated a significant opportunity to unlock access to world class production space

Space spotlight: Shapes Lewisham Space Directory

Who was involved:
Studio Raw

What it was:
The Shapes Lewisham website hosts a directory of spaces available for creative businesses. Companies can add and advertise space suitable for creative use.

52 spaces listed

50% of businesses surveyed were aware of the role of the Creative Enterprise Zone in securing improved or enhanced workspace.

Policy spotlight: Lewisham Cultural Strategy

Who was involved:
London Borough of Lewisham

What it was:
A Cultural Strategy for Lewisham was created in 2022, embedding the Creative enterprise Zone into the Boroughs plans for culture. This led to Lewisham's selection as London Borough of Culture in 2022.

C. Place-based Profiles

for local creatives. Goldsmiths also played a key role in driving the 2022 London Borough of Culture bid and programming. The Creative Enterprise Zone also ensured anchor institutions benefited local creative residents by funding and coordinating opportunities for local businesses to benefit from Goldsmiths' world class creative knowledge. For example, Creative Enterprise Zone funding enabled the delivery of Catalyst, a structured programme of targeted innovative support for creative businesses across Lewisham. More than 100 businesses received support in 2020-2021. Furthermore, Goldsmiths Career Services has focused on supporting students and graduate entrepreneurs to successfully set up their businesses in the local area.



Guitar maker Daisy Tempest in her studio at Cockpit Arts

Developed a distinct creative area identity in Lewisham North

One of the ambitions for the Creative Enterprise Zone was to make creativity more inherent in Lewisham North's identity. A key achievement of the Lewisham's zone has been establishing a creative identity for the borough.

To provide somewhere for local talent to connect, the community initiative SHAPES Lewisham was founded at the bid development stage. Studio Raw, a local design studio based in Deptford, developed the

Community spotlight: Shapes Lewisham

Who was involved:

Studio Raw

What it was:

A website and the platform for the Creative Enterprise Zone - its presence provides a directory of a wide range of creative practitioners enabling connections across various disciplines and it has held online panels in the wake of COVID-19 to discuss themes.

'Shapes Lewisham provides a platform on which the creative community can thrive and it continues to grow. Shapes Lewisham has enabled the individuality of creatives whilst visually connecting them as part of a larger network, movement and community. Together we are stronger.'

— Rebecca Molina, Creative Director, Studio Raw / Shapes Lewisham

60% of creative businesses surveyed benefited from marketing and communication initiatives through the Creative Enterprise Zone.

C. Place-based Profiles

website and the platform for the Creative Enterprise Zone. As a website and platform, this resource includes a directory of creative businesses and practitioners within the zone, a calendar of creative events, a board for job postings, and a forum open to the network to share industry questions and ideas. The business directory currently features 336 businesses. The associated space directory features 52 spaces, including project spaces, studios, rehearsal space, and meeting space.

Unlocked funding for culture and creativity and created internal momentum for creative and cultural policy

Creative Enterprise Zone status unlocked wider funding and development opportunities for creative enterprise in the borough. During the planning stage of the Creative Enterprise Zone's development, partners were asked to commit towards projects within the plan. The majority of the £2.5m funding that was secured was conditional on Lewisham achieving Creative Enterprise Zone designation. Funding partners consisted of a diverse range of local organisations, including Goldsmiths, the London Borough of Lewisham, The Albany, and the Jack Petchey Foundation. Within the local authority, Creative Enterprise Zone funding created momentum to focus on creative enterprise and cultural activity through strategy and policy. Following Creative Enterprise Zone designation, London Borough of Lewisham has committed additional effort and resource to several new strategies exploring ways to support creative and cultural activity. This includes a strategy for how to make better use of the borough's existing creative assets (LB Lewisham Creative Asset Strategy), the implementation of a council tax on empty property which intends to alleviate housing affordability concerns in the borough and the recognition of the Creative Enterprise Zone in the Lewisham Local Plan.

Creative Sector Trends

In line with London's creative sectors overall, the data shows Deptford and New Cross Creative Enterprise Zone to have maintained steady creative business and jobs counts 2018–2022 except for a slight drop in businesses (-7 per cent) in 2020. Given the presence of Goldsmiths and Trinity Laban, as anchors for the arts, it is worth noting that following a drop (-36 per cent)

Skills and Support spotlight: Creative Business and Exchange Network

Who was involved:

Goldsmiths

What it was:

A series of workshops and events to bring together creative businesses in Lewisham, acting as a forum for information exchange and showcasing.

100+ businesses supported



Participant in SHAPES Lewisham event

C. Place-based Profiles

in music, performance, and visual arts in 2020, these sectors experienced a resurgence in 2021, rising to 12 per cent over pre-pandemic jobs count - a stronger recovery than observed elsewhere in London. Notably, 23 per cent of creative jobs in 2021 were in cultural consumption. This represents a departure from the trend experienced in most Creative Enterprise Zones, where less than 10 per cent of jobs are typically within cultural consumption. It is also significantly different from London as a whole, where 11 per cent of jobs are within consumption activities.

‘The Deptford and New Cross Creative Enterprise Zone has provided a local focus for Goldsmiths’ work in supporting Small and Micro Enterprises in the creative and digital sectors, particularly those led by female, Black, Asian and Minority Ethnic entrepreneurs. The Creative Enterprise Zone has been hugely valuable in helping to establish models in how Goldsmiths delivers business support, enabling businesses and researchers to mutually benefit from their engagements to advance their work.’

— Anthony Crowther, Student Enterprise and Skills Manager, Goldsmiths

In Phase I of Deptford and New Cross Creative Enterprise Zone...¹



-29% of jobs and **-7%** businesses in 2020, recovered in 2021



23% of creative jobs in 2021 in cultural consumption sectors.



-18% IT, software and computer services businesses



Creative sector annual turnover grew year on year, reaching **£600m**



23% growth in creative jobs and **7%** increase in creative businesses

¹ Analysis of job counts based on ONS BRES (2016–2021). Analysis of business counts based on ONS UK Business Counts (2016–2022). Turnover and birth and death information comes from ONS IDBR and is scaled from local authority level. A full data dashboard for the Creative Enterprise Zones and more information about this data can be found: <https://data.london.gov.uk/dataset/cez-data-repository>



Case study: The Army of Creatives

The Army of Creatives project sought to introduce young people to creative professionals with shared experiences of growing up and living in the borough and inspire them to see a career in the creative industries as a viable option for people from Lewisham. Creatives visited twelve secondary schools, delivering over 79 individual sessions which resulted in over 3300 engagements with young people in year nine classes across the borough.

Lewisham Education Arts Network (LEAN) is a small charitable organisation based in Lewisham. It has been operating for over 20 years to support work with children and young people in the arts. The Army of Creatives programme was devised in partnership with LEAN and response to 2020 findings that:

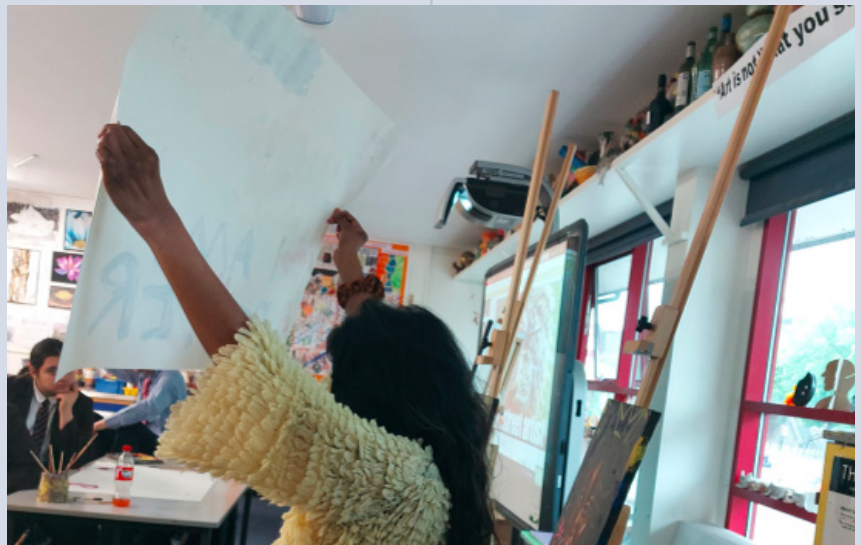
- Schools struggle to connect with creatives or find useful

information about creative careers

- Young people want to hear about creative careers from people living in their local area and with shared lived experience
- Parents and carers can be wary of creative careers

‘Something I have thought about is knowing you can make a living out of a creative career and have great opportunities.’

Student participant in Army of Creatives



Student participating in Army of Creatives project

35
creative professionals engaged

3,300
young people engaged

12
participating schools

79
visits and sessions delivered

70%
of professionals from Black, Asian and minority ethnic backgrounds

94%
of participating creatives say they will seek further opportunities to engage with young people

	Activity delivered	Details
Space	SHAPES Lewisham Space Directory	Space directory listing 52 spaces, with pricing and availability, including project spaces, studios, rehearsal space, and meeting space
	Improved access at Goldsmiths	George Wood and Curzon made available for external use (initiative planned and delivered by Goldsmiths).
	Trinity Laban Expansion	New auditorium under construction with rehearsal and dance studios, offices, and workshops (part of Creekside Village East).
	Deptford Foundry Studios	Second Floor Studios and Arts providing affordable workspaces at Deptford Foundry, opened in 2019, with Good Growth funding. The studios support 115 artists and makers, and over 40 employees, apprentices, and interns.
	Identification of Council Assets	Affordable workspace study underway for council-owned assets. The Woodpecker Community Centre is vacant and 138 Lewisham Way now hosts a youth and community centre as well as some creative businesses.
Business and Skills	Lewisham Creative Careers	Research and consultation conducted with art teachers, school career leads, arts organisations, and young people to gather their views on the creative industries. Findings used to develop the Army of Creatives project.
	Creative Business Exchange Network	Lewisham Creative Business workshops and events serve as a forum for creative businesses to exchange information and showcase their work. The programme has also delivered Catalyst, providing support to local creative businesses in Lewisham in 2020–21, with Creative Enterprise Zone funding.
	SHAPES Lewisham network	The platform features a business directory, event calendar, exhibition board, a networking forum, and job or funding opportunities.
	NX Hub	The NX Hub supports local entrepreneurs, focusing on ethnic minority backgrounds and creative enterprises with innovative business models and environmental awareness. This has led to the Dek growth program.
	Goldsmiths Career Service	Support student and young entrepreneurs to set up businesses in the area.
	Dek Growth Programme	Business support scheme for existing freelancer and companies of up to 250 employees.

	Activity delivered	Details
Business and Skills	TL Ignite:	TL Ignite, by the Trinity Laban Dance Artist Development Programme, has provided grants and professional support to early-career creatives in South East London working with dance, music and musical theatre.
	Albany Young People Programme	This programmes aims to support young people in developing their creative potential and develop their skills, network and careers.
	Inspire Lewisham	A partnership project with Goldsmiths, The Albany, Lewisham FE College, and Do It Now (All Creative Enterprise Zone partners) supporting Lewisham residents to develop skills and find employment in the creative sector.
	London Borough of Culture Programme	Funding and support for high street businesses (focusing on under-represented business owners) to organise their own cultural projects as part of the Borough of Culture initiative.
	Lewisham Cultural Strategy	Lewisham elected Borough of Culture in 2022.
	Empty property relief	New Empty Home Officer at Lewisham Council with implementation of increase on council tax for empty property in the borough.
	Creative Enterprise Zone in Local Plan	Creative Enterprise Zone embedded in policy in new Local Plan awaiting approval in 2023.
Community	Creative Enterprise Zone governance	A board of programme delivery partners was formed to manage the Creative Enterprise Zone programme, with a community representative board also envisioned.
	Creative Happenings	Creative Happenings supports local creatives affected by COVID-19 restrictions with commissioned projects in the New Cross and Deptford Creative Enterprise Zone and other emerging clusters in the borough.
	Freelance Network	Freelance network established through SHAPES Lewisham.

Hackney Wick and Fish Island



Barbeline, designer of luxury eco-friendly wallpaper, fabric, upholstery and home accessories, outside her space in Arbeit studio.

From Historic Creative District to Established Creative Hub

Hackney Wick and Fish Island is recognised for its ecosystem of creative activity. Artists in the area historically benefited from access to low-cost warehouse space suitable for making and production. Major regeneration work as part of the London Olympic legacy has drastically increased land value. This has disrupted local residential and commercial markets and threatened the ability of local creatives to put down roots.

Phase I of the programme, saw Hackney Wick and Fish Island Creative Enterprise Zone tackle these challenges head on by supporting new approaches to protecting workspace for artists. It was also instrumental in distributing financial aid and guidance to creatives and workspace providers during the Covid-19 lockdowns. Despite the challenges for creatives faced in the pandemic, Hackney Wick and Fish Island has seen remarkable growth in businesses and jobs since the zone was created. This trend was not noted anywhere else in London.

Overview

Boroughs:

London Borough of Hackney, London Borough of Tower Hamlets, and the London Legacy Development Corporation

Name:

Hackney Wick and Fish Island Creative Enterprise Zone

Funding:

£490,000 core funding
£150,000 match funding

In Hackney Wick and Fish Island Creative Enterprise Zone 2018-2021:

1,900 m²

(20,451.4 sq ft) creative workspace delivered

64%

increase in creative sector jobs

27%

increase in creative sector businesses



Map of Hackney Wick and Fish Island Creative Enterprise Zone boundary

Context

The Hackney Wick and Fish Island (Hackney Wick and Fish Island) Creative Enterprise Zone is located between the A12 and River Lea, west of Queen Elizabeth Olympic Park and Innovation District. It sits within the London Legacy Development Corporation's planning boundary and spans the boroughs of Hackney and Tower Hamlets.

In Hackney Wick and Fish Island, the Creative Enterprise Zone has...

Secured affordable creative workspace through investment, negotiation, and lobbying

The Hackney Wick and Fish Island Creative Enterprise Zone has led the way in securing, protecting, and delivering creative space. It did this by coordinating existing capital projects and playing a key negotiating and lobbying role. In 2017, one in three creative businesses considered leaving Hackney Wick and Fish Island following five-year workspace rental increases of over 200 per cent. Significant increases in land values were disrupting both residential and commercial markets, driving competition for affordable space. With the area losing creative space and businesses, associated risks to local identity, dynamism and economies were identified as threats.

The programme undertook significant early co-investment in spaces to support the attraction and retention of creative production. For instance, the Greater London Authority Good Growth Funded projects based in the Creative Enterprise Zone helped transform several council-owned assets into creative workspace. These include Old Bath (1,500 m² creative affordable workspace and 1,000 m² community and event space) and Trowbridge (400 m² creative workspace and 400 m² community space).

Moreover, the Creative Enterprise Zone manager worked with the developer and business engagement manager to get landlords to support local businesses. They also secured additional funding for space through Section 106, a legal agreement between

Policy spotlight: Community Led Housing Paper

Who was involved:
Creative Wick

What it was:
A report commissioned to investigate the conditions and issues centred on co-living arrangements in Hackney Wick, Fish Island and the wider East London area.

‘In this particular creative community, the demand and supply of housing solutions might be described as non-conventional and as such could point the way to new and different types of living arrangements that might work elsewhere.’

—Housing Creative Practitioners and Young People in East London, Creative Wick, 2022

C. Place-based Profiles

a developer and a local authority. It outlines the developer's obligations to provide or contribute towards community infrastructure in exchange for planning permission.

Finally, the Creative Enterprise Zone manager in Hackney Wick and Fish Island was key to securing London's first Creative Land Trust site. This is Stone Street Studio, as detailed within the Hackney Wick Central Masterplan. The Creative Land Trust is a non-profit that acquires and safeguards affordable and sustainable creative workspaces for the cultural sector. The first site helped create over 180 affordable studios and is supported by the Mayor of London.

Hackney Wick and Fish Island continues to face the challenges of gentrification. Despite a 3% increase in number of new workspaces 2018-2021, floorspace mapping suggests a net loss of floorspace during this period. However, Creative Enterprise Zone funding has helped to safeguard and deliver affordable workspace in the area.



Wick Freelance event

Catalysed collective working

Hackney Wick and Fish Island was already a strong ecosystem of creative enterprises, activities and partnerships. As such, the programme used existing networks to build on what was already happening rather than start new projects. Given that the Hackney Wick and Fish Island Creative Enterprise Zone spanned three local authorities, this also included

Community spotlight: Community Development Trust

Who was involved:

Creative Enterprise Zone Lead, Community Development Trust

What it was:

The Creative Enterprise Zone provided continued support for the Community Development Trust towards their objective of securing long-term ownership of cultural assets – funded a study to help with developing a new business model.

‘The Creative Enterprise Zone Manager role has helped develop the case for a community owned legacy vehicle and has identified ways to support the development of the Hackney Wick and Fish Island Community Development Trust to enable a continuation of the Creative Enterprise Zone legacy.’

—Alex Russel, Hackney Wick and Fish Island Community Development Trust

C. Place-based Profiles

enabling cross-borough working. For example, the Creative Enterprise Zone manager worked closely with a range of council teams including the London Borough of Hackney Culture Team, London Borough of Tower Hamlets Growth Service, London Legacy Development Corporation Sustainability and Innovation Directorate and with the five other zones via the Creative Enterprise Zone exchange forum.

Moreover, the Hackney Wick and Fish Island Creative Enterprise Zone steering group was made up of 16 organisations from workspace providers to local councils and individual creative businesses. It was tasked with making recommendations to ensure the programme delivered on its ambitions and funding criteria. The aim was to maximise resources, build on local expertise and networks, and respond to local need. The steering group set out to ensure key local networks including the Community Development Trust (Stour Space, The Yard, Grow Hackney and Creative Wick) and the Cultural Interest Group (Creative Wick) were optimised. Stakeholders reported that the zone's links with councils and wider influential bodies made it an effective lobbying tool, particularly for protecting and delivering space.

Supported the delivery of Covid-19 assistance to creative organisations

The Hackney Wick and Fish Island Creative Enterprise Zone played an important role in supporting creative freelancers, businesses, and workspace during the Covid-19 pandemic. Low revenue during the lockdown period alongside rising prices meant that many businesses were finding it hard to establish in the area.

The existence of the zone as a network and the presence of the Creative Enterprise Zone manager created a structure through which support and guidance could be targeted to the local creative community. For example, through a programme called Yodomo, 10 creatives were supported to move their activities online. The zone manager also established an outdoor marketplace for local creatives to sell and trade their goods in the run up to the festive period in a way that supported ongoing social distancing regulations.

Furthermore, the Creative Enterprise Zone manager convened a workspace provider forum throughout 2020. This was a chance to share best practice around

Space spotlight: Space Makers Grants

What it was:

grant scheme established to help nine creative businesses in Hackney Wick and Fish Island gain access to new equipment or enhance their workspaces. This included a total of £100,000 in funding. Grants distributed included small grants (£5,000) used for equipment, medium grants (£10,000) for larger equipment, medium 'works' grants (£10,000) to improve environmental performance and large grants (£20,000) for the creation of new space.

9 Space Makers Grants delivered

£100,000 funding distributed

'It has helped us buy some equipment, which means we can now make films that can be eligible for broadcast—and that's a massive thing. For our films to have the opportunity to reach new audiences is fantastic.'

Beneficiary of Space Maker Grant

C. Place-based Profiles

safe workspaces during the pandemic with local operators. Finally, The Match, delivered in partnership with Echo, was an innovation business support programme. It paired small creative businesses with skilled professionals on furlough for targeted strategic business planning guidance. This programme benefited 50 businesses.

Supported inclusive community ownership of growth and change

The programme in Hackney Wick and Fish Island took a convening and coordinating role. It focused on ensuring the local creative community could benefit from growth and change. This included embracing local talent of all backgrounds to build the creative economy and supporting initiatives to secure community ownership of cultural assets.

One initiative that helped to drive inclusion in the local creative sector was the London Legacy Development Corporation's Good Growth Hub. It launched at local workspace provider Hackney Bridge and was run by local non-profit A New Direction. The hub offered career opportunities, training, and skills to 18–30-year-olds and new talent to local businesses. This included industry-specific careers coaching, a six-week course equipping emerging sole traders with practical tools and mentorship, an employability boot camp for young people, and a paid industry-led boot camp for local young people interested in digital-led design.

In addition, there was a focus on supporting creative freelancers in the area given the high proportion of artists and creatives who freelance. For instance, Wick Freelancers, delivered by partner Echo, provided peer-to-peer business support for local creative freelancers. It aimed to build a supportive network of like-minded freelancers and create space for strategic thinking and problem solving to help them thrive post-lockdown.

Finally, the zone has supported Hackney Wick and Fish Island Community Development Trust towards their objective of securing long-term ownership of cultural assets. This has been enabled by funding a study to help with the development of a new business model.

Skills and Support spotlight: Good Growth Hub

Who was involved:

A New Direction, London Legacy Development Corporation

What it was:

Good Growth Hub launched at local workspace provider Hackney Bridge and run by A New Direction. It offered career opportunities, training, and skills to 18–30-year-olds and new talent to local businesses. Creative skills related programmes included: Creative Connect, freelance exchange, creative and cultural opportunities programme, Flipside.



Arbeit Studios

C. Place-based Profiles

Supported inclusive community ownership of growth and change

The programme in Hackney Wick and Fish Island took a convening and coordinating role. It focused on ensuring the local creative community could benefit from growth and change. This included embracing local talent of all backgrounds to build the creative economy and supporting initiatives to secure community ownership of cultural assets.

One initiative that helped to drive inclusion in the local creative sector was the London Legacy Development Corporation's Good Growth Hub. It launched at local workspace provider Hackney Bridge and was run by local non-profit A New Direction. The hub offered career opportunities, training, and skills to 18–30-year-olds and new talent to local businesses. This included industry-specific careers coaching, a six-week course equipping emerging sole traders with practical tools and mentorship, an employability boot camp for young people, and a paid industry-led boot camp for local young people interested in digital-led design.

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In Phase I of Hackney Wick and Fish Island Creative Enterprise Zone...¹



64% increase in creative sector job count and **27%** increase in business count



733% increase in sound jobs



Publishing businesses **doubled**



Creative sector annual turnover grew year on year, reaching **£600m**



Fashion manufacturing lost **5** businesses

¹ Analysis of job counts based on ONS BRES (2016–2021). Analysis of business counts based on ONS UK Business Counts (2016–2022). Turnover and birth and death information comes from ONS IDBR and is scaled from local authority level. A full data dashboard for the Creative Enterprise Zones and more information about this data can be found: <https://data.london.gov.uk/dataset/cez-data-repository>

Creative Sector Trends

Hackney Wick and Fish Island Creative Enterprise Zone saw sustained creative sector business and jobs growth year-on-year across the period 2018–2021. The area vastly outperforms London by these measures. Data also shows Hackney Wick and Fish Island to have been one of the only zones or comparator areas to have net positive business births and deaths across this period. Nearly all sectors in Hackney Wick and Fish Island saw jobs, business, or turnover growth. An exception was Fashion Manufacturing, which experienced a loss of five jobs.



'The Future is Freelance' Wick Freelance closing event

Case study: Wick Together and Wick Freelance

Wick Together, a small commissions programme, made funding available for 4 organisations to bring forward creative skills, engagement and training programmes for Hackney Wick and Fish Island communities. Events and sessions included:

- Hackney Arts produced a series of creative workshops teaching creative skills to 25–30 young Hackney Wick and Fish Island residents and co-created a piece of installation art by artists Helena Dowle, the young people of Hackney Quest as part of London Craft Week
- The People Speak and Hackney Tours collaborated to deliver a live talk show on the street, followed by training sessions for freelancers
- True You Today delivered training, and upskilling for local creatives to work with self-defined survivors
- Yodomo provided support to 10 creatives to convert their skills and expertise to

48

upskilling sessions delivered for women and non-binary creatives

10

creatives supported to convert skills to digital format

online courses or other digital content, meeting the demand for creative activities and revenue streams during and beyond Covid-19 lockdown

Adapted for Covid-19, Wick Freelance provided peer-to-peer business support for creative freelancers to build a supportive network and create space for strategic problem-solving. The Match paired small creatives with skilled professionals on furlough for targeted strategic guidance.



Wick Freelance closing event panel

‘As a result of the project Yodomo is still working with a couple of the makers and artists and we continue to stay in contact.

As an organisation, we are now better connected to the creative community at Hackney Wick and we are now looking to grow Yodomo’s work in the zone working Hackney Community Development Trust on a sustainable young makers programme.’

Sophie Rochester, Yodomo (Wick Together Grant Recipient)

15

networking and panel events

79

visits and sessions delivered

4

organisations funded to bring forward programmes

94%

of participating creatives say they will seek further opportunities to engage with young people

	Activity delivered	Details
Space	Old Bath delivery	The Old Bath (owned by council) leased to Stour Space with creative affordable workspace, and community and event space.
	Trowbridge delivery	Council owned asset Trowbridge (Arbeit in 7 years lease) delivered: +400sqm of creative workspaces and 400sqm of community space.
	Creative Land Trust site	First Creative Land Trust site in London secured at Stone Street Studio with affordable workspace to be secured in perpetuity within the Hackney Wick Central Masterplan.
	Space Makers grants	A £100,000 grant scheme supporting 9 creative businesses in Hackney Wick and Fish Island to improve workspace and equipmen.
	Workspace providers forum	Workspace provider forum in 2020 to share best practice and experience around safe workplaces during Covid-19 restrictions.
	White Post Lane makers market	A new market for Fish Island for creatives.
Business and Skills	Good Growth Hub	Good Growth Hub launched at local workspace provider Hackney Bridge and run by A New Direction offering career opportunities, training and skills to young people.
	Wick Together	A commissions programme providing funding for local creative organisations.
	Wick Freelancers	Peer-to-peer business support programme for local creative freelancers fostering networking, strategic thinking and problem solving.
	The Match	A Covid-19 special innovation business support programme pairing creative businesses with furloughed professionals on furlough for strategic guidance.
	Continued development and monitoring of workspace provider list	Supported development and monitoring of affordable workspace provider list conducted by London Borough of Hackney.

	Activity delivered	Details
Community	Creative Enterprise Zone Programme Manager	Hackney Wick and Fish Island Creative Enterprise Zone is managed by a dedicated Creative Enterprise Zone manager, who reports to the Core Officer group representing London Borough of Hackney, London Borough of Tower Hamlets and London Legacy Development Corporation. Hackney Wick and Fish Island Creative Enterprise Zone is managed by a dedicated Creative Enterprise Zone manager, who reports to the Core Officer group representing London Borough of Hackney, London Borough of Tower Hamlets and London Legacy Development Corporation. The Creative Enterprise Zone Manager and Core Officer Group work closely with the Hackney Wick and Fish Island Creative Enterprise Zone Steering Group which has an advisory function and represents key local groups.
	Hackney Wick and Fish Island Creative Enterprise Zone Steering Group	16 organisations and is tasked with making recommendations to ensure the programme delivers on its ambitions and funding criteria in a way that: maximises resources and impact builds on local expertise and networks; is inclusive and responds to local need.
	Community ownership	The Creative Enterprise Zone also provided continued support for the Hackney Wick and Fish Island Community Development Trust towards their objective of securing long-term ownership of cultural assets – funded a study to help with developing a new business model.
	Wick festival	Creative Enterprise Zone helped support and market the Wick festival.

Hounslow

Networking Opportunities
Skills Workshops
Business Development Courses
Affordable Production Space
Exhibitions, Talks & Screenings
Affordable Studio Spaces
Co-Working for Creative Start-ups
#limitlessopportunity

VE
RISE

less opportunity

\ crew.co.uk



**CREATIVE
ENTERPRISE
WEST**

Boundless innovation, Limitless opportunity

Creative Enterprise West branding and wayfinding

Forging Global and Local Connections

The largest of London's Zones, the Hounslow Creative Enterprise Zone is home to nearly half of London's television and broadcasting jobs. Brentford town centre also concentrates an array of small-scale manufacturing and production enterprises important to London's creative supply chain.

Under the brand Creative Enterprise West, Phase I of the programme in Hounslow focused on building connections at multiple scales. The aim was to drive the global image of west London as a screen capital, and to connect large multi-nationals and smaller creative businesses locally. It has had success building local supply chain relationships and unlocking new affordable creative production space. While creative sector job counts in Hounslow's zone decreased during the Covid-19 lockdowns, they fully recovered in 2021, with screen and digital jobs and turnover performing particularly well.

Overview

Borough:

London Borough of Hounslow

Name:

Creative Enterprise West

Funding:

£893,000 core funding

£150,000 match funding

In Hounslow Creative Enterprise Zone 2018-2021:

1,105 m²

(211894.1 sq ft) creative workspace delivered

6%

increase in creative sector jobs

-10%

decrease in creative sector businesses



Map of Hounslow Creative Enterprise Zone boundary

C. Place-based Profiles

Context

The Great West Corridor is in the eastern part of the London Borough of Hounslow. It extends along the A4 and Great West Road running from Power Road to Gillette Corner and forms an important strategic corridor to Heathrow Airport. To the east, Brentford town centre is the site of major regeneration. The Hounslow Creative Enterprise Zone has worked across these geographies and sectors to build momentum around the creative industries.

During the development of the zone action plan, research showed that Hounslow is one of the major drivers of London's creative economy, with over 22,000 jobs in the creative industries, 86 per cent of which were in the film, TV, radio, video and photography, information technology and computer services sectors. This area is a hub for creative and knowledge-intensive sectors.

In Hounslow, the Creative Enterprise Zone has...

Raised the external profile of the local creative sectors to drive inward investment

A key aim of the zone was to develop new creative clusters and networks to better connect talent and enterprise. This would in turn help to attract new businesses and aspiring creatives to Hounslow. The Hounslow programme created a shared identity with centralised branding and messaging. This marketing strategy raised the external profile of the area's creative enterprise and attract business and investment.

Delivered by local creative company Simon Inc., the identity, branding, and marketing for the scheme was called Creative Enterprise West. The campaign aimed at attracting creative sector agencies into the Creative Enterprise West. It challenged the perception that other parts of London were more naturally 'home' to the creative sector. Using the acronym CREW (Creative Enterprise West), the campaign focused on being 'in the CREW' as the perfect location for creative businesses. Within the zone itself, the branding

Policy spotlight: Workspace Cultural Facilities Design Guide

Who was involved:

London Borough of Hounslow

What it was:

The council commissioned workspace design guidance. This was aimed to help planning officers communicate the space needs of priority sectors in the area when negotiating with developers. There was also separate guidance setting out affordable workspace model options.

Community spotlight: Creative Enterprise Zone Consortium

Who was involved:

Hounslow Council, Watermans Arts Centre, Hounslow Chamber of Commerce, University of West London, West London Business, Hounslow Economic Business Forum, Creative People and Places, Brentford High St Steering Group, Brentford Chamber of Commerce, Sky, Heathrow Airport, Alliance Dance Unit, Feltham Arts, West Thames College

What it was:

A consortium was established to guide delivery of zone activities. Local creative enterprises of varying sizes were empowered to join and contribute to future planning for the area's Creative Enterprise Zone.

14 consortium members

C. Place-based Profiles

was applied to signage, wayfinding, and ambient environmental graphics. This helped to create a sense of place and a coherent visual language to connect the various venues and events businesses together.



Digital Dock breakout room

Centralised knowledge and built stakeholder momentum around sector-specific space needs

The Hounslow zone consolidated knowledge around the space and facilities required by film, screen, and digital specialisms. Development research found that there was an established need and potential for film production space and for showcasing and selling space. It also found that the provision of studio space for small and micro businesses was limited. The strategic location of the zone along the Great West Corridor and the availability of land, meant it did and could act as a production hub for London. Therefore, the zone directly funded and advocated within the local authority and communicated with developers to deliver the kinds of space needed.

For instance, Creative Enterprise Zone funding contributed to a feasibility study for an art market under a flyover at Boston Manor. This investigated the

Skills and Support spotlight: Partnerships Director

Who was involved:

London Borough of Hounslow
West London Business

What it was:

The partnerships director has driven strong relationships with Hounslow's biggest creative business partners. This includes acting as an ambassador for the zone while providing knowledge of the creative sectors to identify opportunities for collaboration, Skills and Support support. For example, the Creative Enterprise Zone Consortium in Hounslow endorsed a strategy to focus on the screen industry. Recognising its strong sub-regional presence, the partnerships director engaged the sector across west London using the Creative Enterprise Zone framework. This work also led to:

- Several new film studio investors being introduced to the council
- Gillette Factory owners being supported to deliver a nine sound-stage film studio with creative workspaces
- 300+ businesses brought together through screen networking groups and digital events
- 300+ new jobs came to Hounslow through Brompton Technology's relocation to the area. The company specialises in the development of video processing hardware and software

‘The important relationships we have formed with businesses in the Great Western Corridor have helped better link the town centre to the A4 via the canal.’

— Tom Brooks, Enterprise and Support Officer, London Borough of Hounslow

C. Place-based Profiles

option of incorporating outdoor production facilities in the space. In addition, it funded a mini-masterplan to unlock affordable live-work and production space at Gillette House. Developer partners involved in the project explored the delivery of film studios, including nine sound stages.

Additionally, the Partnerships Director developed and shared material to developers which highlighted the needs and potential of creative sector space uses in the area. This built on Creative Enterprise Zone- commissioned workspace design guidance, including separate guidance setting out affordable workspace model options to help planning officers when negotiating with developers.

Forged connections across sectors and geographies

The Hounslow Creative Enterprise Zone focused on making connections, sharing opportunities, and developing a voice for the creative sector. The zone's many multinational corporations in media, broadcasting and tech created exciting opportunities to build capacities and make internal connections with smaller businesses.

Successful connections between businesses across sectors have also delivered wider improvements to the local area. One example has been the collaboration of zone creatives such as Sky, JC Decaux and others working to improve the canal towpath. This has improved links between the Great West Road and the creative hub in Brentford town centre.

Developed film and digital supply chains, improving opportunities for people to benefit from local creative specialisms

The Creative Enterprise Zone in Hounslow has helped to connect supply chain businesses with larger multinationals. It has also contributed to the development of the film and screen supply chain by providing specialist advice, guidance, and training for individuals and start-ups. One example of this support for supply chain growth was the contribution to the University of West London's new Creative Entrepreneurship Master. Delivered in partnership with

Space spotlight: Digital Dock

Who was involved:

London Borough of Hounslow

What it was:

A council-owned workspace in the heart of Brentford. Under the guidance of the Creative Enterprise Zone, the space was developed for local entrepreneurs and small businesses. The refurbished former shop in Brentford High Street is now a co-working space. It has desks available on an ad-hoc and fixed-term rental basis, micro-offices, meeting rooms and a break-out area for networking and collaboration.

80% of local creatives surveyed identified Creative Enterprise Zone investment in creative sector workspace as important.

'The Digital Dock co-working space is a little gem in the heart of Brentford. A beautiful, stylish, affordable space that offers co-working hot desks, fixed desks, private offices and meeting rooms.'

— Digital Dock user

C. Place-based Profiles

the Westmont Enterprise Hub, this master's programme is a hands-on innovation-driven course for students looking to start creative media businesses.

Furthermore, the zone has initiated and partly funded a Creative Network coordinator role, managed through Watermans Art Centre. This coordinator has convened showcasing and advocacy events, creating opportunities for creatives in Hounslow to meet, share ideas and contacts and develop their practice through forums and workshops. This was first set up through the Arts Council's Creative People and Place programme (CPP). Today it continues as part of the zone, an example of how the programme has seeded new opportunities through the coordinator role.

Creative Sector Trends

The data shows a decline in jobs and business growth in Hounslow's creative sectors in 2020, in line with London averages and many other zones. Notably, however, job counts appear to have recovered for the most part in 2021, increasing to slightly above 2019 figures. The pandemic had a negative impact overall on creative activity. Despite this, the screen and digital sector has seen consistent growth across Creative Enterprise Zones and comparator areas since 2018.

The proportion of overall jobs and businesses in the sector increasing by 5.5 per cent and 12.3 per cent respectively since 2018. However, in Hounslow, the sector has performed particularly well, with 88.4 per cent of total creative industries turnover in the zone coming from screen and digital sectors. This represents a 23.8 per cent increase from 2018. Screen and digital represents a much lower proportion of overall turnover in other areas. For example, comparator Park Royal also has a thriving screen and digital sector which only comprises 77.4 per cent of turnover overall. Further integration of local supply chains across sub-sectors will help Hounslow Creative Enterprise Zone remain resilient overall.

In Phase I of Hounslow Creative Enterprise Zone...¹



-10% decrease in creative sector business counts



-6% dip in creative sector business counts in 2019, recovered by 2021



18% increase in screen and digital businesses



Screen and digital jobs represented **89%** of total turnover in 2021, a **24% increase** from 2018

¹ Analysis of job counts based on ONS BRES (2016–2021). Analysis of business counts based on ONS UK Business Counts (2016–2022). Turnover and birth and death information comes from ONS IDBR and is scaled from local authority level. A full data dashboard for the Creative Enterprise Zones and more information about this data can be found: <https://data.london.gov.uk/dataset/cez-data-repository>



Jimmy Choo Academy training and support

Case study: Jimmy Choo Academy

In 2022, luxury British fashion house Jimmy Choo opened a new campus and maker space centred on artisan design and craftsmanship in Brentford. Located in Boston Manor House, the new campus houses atelier workshops and design studios with specialist fabrication tools focused on artisan crafts, design, and accessory making.

Jimmy Choo Academy aims to make its Brentford campus a key destination for arts and crafts and is committed to building a community of designers. The programme offers training and mentorship alongside accredited short courses focused on helping emerging designers develop the skills they need to turn their passion into scalable businesses.

The decision of Jimmy Choo Academy to move to Hounslow was made possible by the refurbishment of Boston Manor House. This Grade I listed property had received restoration funding from the National Lottery Heritage Fund,

the Mayor's Good Growth Fund and Historic England. The zone played an important lobbying role in supporting creative workspace development. It stressed this was an opportunity to develop an innovative creative workspace proposition to address the shortage of affordable creative spaces. This prompted the inclusion of creative coworking studio space.

'The aim is to create a long-term progressive socio-economic impact on the local community of Brentford.' -

— Jimmy Choo Academy



Jimmy Choo Academy workspace at Boston Manor House

250
creatives supported

+
Access to physical and digital markets through Incubation and Enterprise Programme

+
Free TEDx style talks, masterclasses, and online resources for local creatives

	Activity delivered	Details
Space	Boston Manor Underline feasibility	Includes an art market for Phase 1 and an outdoor arts production facilities for Phase 2.
	Westmont Enterprise Hub	Opened in 2019 to link entrepreneurs with investment, business support, and university expertise, leading to the creation of more than 20 start-ups.
	Developer focused marketing campaign	Marketing material intended for developers.
	Mini masterplan	A masterplan to unlock affordable live-work and production space at Gillette House.
	Boston Manor House revamp	Renovated building with incubator and makerspace focusing on artisan design and craftsmanship.
Business and Skills	Partnerships director for the Creative Enterprise Zone	The Partnerships Director has built strong relationships with Hounslow's business partners, and has welcomed new businesses in the area by collaborating with the council's inward investment service
	Showcasing and advocacy events	Creative Enterprise West, established through the Arts Council's Creative People and Place programme, is a place for Hounslow creatives to meet, share ideas, and develop their practices.
	New Creative Media Entrepreneurship Master	Starting in 2022 in partnership with Westmont Enterprise Hub
	Sky Innovation Hub	New Innovation Centre opened in 2022, hosting the Get into Tech for Young Women scheme to address under representation of women in the industry.
	Hounslow Creative Enterprise Zone Careers Hub	A project supporting Hounslow residents to access employment support and training in the creative industries, specifically the screen sector.

	Activity delivered	Details
Policy	Creative Enterprise Zone embedded in the Great West Corridor Plan	Change this sections to reflect what's written re Local Plan Review and SIDP
	Workspace Cultural Facilities Design Guide	Commissioned a workspace design guidance and a separate guidance setting out affordable workspace model options to help planning officers when negotiating with developers.
Community	Creative Enterprise Zone consortium	Consortium established made of Hounslow council, Watermans Arts Centre, Hounslow Chamber of Commerce, University of West London, West London Business, Hounslow Economic Business Forum, Creative People and Places, Brentford High St Steering Group, Brentford Chamber of Commerce, Sky, Heathrow Airport, Alliance Dance Unit, Feltham Arts, West Thames Colleges.
	Open Studios, Creative Mile and Canal Festival Events	Inauguration of Creative Mile (showcasing local artists) and Canal Festival (creative activation of the waterside)
	Wayfinding project	Commissioned and underway
	Creative Enterprise Zone brand development	Delivered by local creative company Simon Inc who created the identity, branding and marketing for the scheme and renamed it 'Creative Enterprise West'.
	Development study for creative space as part of Gunnersbury Estate	An appraisal has been commissioned to convert small mansion and stables (total of 1538sqm) into cultural uses.

Tottenham



Jose Hendo is an eco-sustainable fashion designer who challenges the throwaway culture of fast fashion.

A Platform for Tottenham Creatives is Shaping an Inclusive Area Identity

Tottenham has always been a place artists and makers have been proud to call home. The Creative Enterprise Zone built on new businesses in digital industries, software, computing, and sound recording. This has breathed new life into an area with long-established specialisms in furniture and fashion manufacturing. Phase I of the Tottenham programme focused on networking creatives under the brand Made by Tottenham. This helped to increase local visibility of the creative industries and encouraging external investment.

Year-on-year, the Zone area has seen strong growth in creative business count, despite creative sector job loss through Covid-19. Importantly, local artists and creatives report a strengthened sense of pride in the area since the programme launched. As the Greater London Authority's Creative Enterprise Zone pilot, Tottenham has also been a pathfinder for the programme itself, helping shape what the zones look like across London.

Overview

Borough:
London Borough of Haringey

Name: Made By Tottenham

Funding:
£840,000 core funding
£500,000 match funding

In Tottenham Creative Enterprise Zone 2018-2021:

1,900 m²
(20,451.4 sq ft) creative workspace delivered

-34%
decrease in creative sector jobs

35%
increase in creative sector businesses



Map of Tottenham Creative Enterprise Zone

C. Place-based Profiles

Context

The Tottenham Creative Enterprise Zone is in the east of the London Borough of Haringey. It borders the boroughs of Waltham Forest to the east and Enfield to the north.

Tottenham has a rich history as one of London's last Victorian suburbs to be built, and as a long-time centre of manufacturing. It has a true mix of local jobs and residential neighbourhoods. Together, these assets support a vibrant and diverse community. At the launch of the programme in 2017, Tottenham was found to be home to a rapidly developing creative sector with new opportunities for residents. Key sector strengths in clothing and manufacturing, bespoke furniture manufacturing and crafts alongside good proximity to markets helped strengthen Tottenham's position as a creative place.

In Tottenham, the Creative Enterprise Zone has...

Created a visible and connected network of creatives

The Tottenham zone generated a visible and connected network of artists and creative practitioners in Tottenham. The programme sought to build on emerging connections between businesses and equip residents with the skills and abilities to benefit from these opportunities.

This was mainly done through the Made by Tottenham brand, developed collectively with an advisory group of creative practitioners. It acted as a branding and communication channel to promote activities such as panel events and networking opportunities. Furthermore, Made by Tottenham supported the delivery of a 'Made in Haringey' pop-up shop by a local creative in an empty unit at Wood Green mall in summer 2021. Later there was a festive pop-up shop in 2022. This included a series of creative workshops to further connect creatives with the local market and residents with opportunities to develop new skills.

Policy spotlight: Policy DM 39 Warehouse Living

Who was involved:
London Borough of Haringey

What it was:
London's first planning policy for warehouse living was adopted in the 2017 Tottenham Area Action Plan, which guides long term development in the area. This policy covers the Warehouse District, aiming to increase and diversify the employment offer of selected employment areas whilst providing an appropriate standard of living for the integrated residential element. The key requirement of the policy is to consider the employment status of the area and to provide enough space for businesses and to work. Uniquely, the policy sought to regularise and protect these spaces.

Skills and Support spotlight: Haringey Networks

Who was involved:
Made by Tottenham and Startups in London Libraries

What it was:
A peer to peer business support programme designed to help early stage startups and Small and Micro Enterprises adapt and thrive post-lockdown.

2 cohorts of 60 businesses

1 networking event for 60 businesses

C. Place-based Profiles



Made by Tottenham networking event

Secured new space for artists and creatives

A key role for the Tottenham zone was pooling knowledge of creative sector needs and building momentum for significant public and private investment in creative workspace. In 2013, the London Plan identified Tottenham as both an Opportunity Area and a Growth Area. This set it on the path to accommodate significantly more homes and jobs. Following this, the pace of change and rising costs of workspace and residential property has forced many creatives to leave the area. This has caused a lack of certainty for many new businesses looking to establish in Tottenham. The zone sought to improve certainty for businesses and raise the priority of creative workspace provision in regeneration. The Made by Tottenham website was a valuable tool in this respect. It lists available workspace in the area with a clear description of spatial fit-out and specifications. This helps to connect existing or potential creatives to the area with space. It has since evolved to become a larger platform to profile local creative activity. In addition, Creative Enterprise Zone status generated momentum for public and private development to deliver creative workspace. These included the Trampery (delivered through the Good Growth Fund and providing 44 studios and 20 desks), and the Gourley Triangle Masterplan, an employment-led masterplan on a council-owned site. At the Archives, the Creative Enterprise Zone helped confirm 20 per cent affordable rates for local Tottenham creatives. The Creative Enterprise Zone also supported the development of London's first Warehouse Living policy.

Community spotlight: Local commissioning

Who was involved:

Made by Tottenham, Haringey Street Recovery Programme

What it was:

A series of public art pieces by local artists were commissioned to provide wayfinding

in the zone. Local creatives were also connected with small commissions to improve the shutters of shop fronts. The project has gone on to inspire a Shutter Gallery project in nearby Turnpike Lane and in the West of Haringey and in the new Hammersmith & Fulham Creative Enterprise Zone.

‘Bud Studio has worked with Made by Tottenham to deliver projects such as the Tottenham Shutter Gallery and the Seven Sisters Mural designed by Lana Hughes. Not only has Made by Tottenham played a huge part in our studio’s growth but it has also been amazing at connecting the creative community in Tottenham. We now have a really strong community and we all collaborate with and support each other. Tottenham is a great place to be an artist.’

— Zoe Alleyne, Managing Director, Bud Studio

C. Place-based Profiles

Supported the delivery of Covid-19 aid to creative individuals and businesses

At the onset of the Covid-19 lockdowns, the Tottenham zone acted as a centralised avenue through which support was provided to artists and creatives. Several Skills and Support activities were adapted to fit new delivery formats and to help equip the sector for these new challenges. The zone lead played provided the critical strategic coordination of this support.

For example, Haringey Networks was launched in response to Covid-19. This peer-to-peer business support programme was designed to help early-stage creative businesses adapt and thrive post-lockdown. Made by Tottenham played a critical role in organising and delivering the programme. This helped two cohorts of 20 businesses and coordinated one networking event for 60 businesses. Furthermore, at least 150 businesses received targeted one-to-one support during the pandemic.

Raised the profile of creative activity to strengthen identity and pride

Alongside building and coordinating creative networks to raise local visibility, the programme shaped a strong brand for Tottenham as a creative place. A series of public relations and media campaigns helped to strengthen Tottenham's creative identity. These campaigns developed a brand with an internal and external programme of activity for promoting Tottenham as a creative area. A careful approach was taken to balancing local pride amongst existing businesses with some external focus to attract new companies. Made by Tottenham ran marketing campaigns in the summers of 2021 and 2022. These included 20 billboards around the borough showcasing local creatives. Five positive public relations features also appeared in publications including the Creative Review and BBC London. Additionally, a series of innovative placemaking interventions were coordinated and funded by the Creative Enterprise Zone. This activated gateway sites within the zone, provided wayfinding support, and drew attention to the clusters of local creative activity. Importantly, these placemaking interventions commissioned local artists, providing

Space spotlight: Made by Tottenham Directory

Who was involved:
Made by Tottenham

What it was:
A website featuring available space, networking and events and creative profiles of local artists. It connects existing artists and helps new creatives find a place in Tottenham.

349 profiles featured

‘As well as providing an extremely useful, practical, and easy-to-use directory for local creatives to promote their work and make valuable connections, Made by Tottenham are always proactive in seeking new opportunities for the community.’

— Simon Stanley Ward, Community Manager, The Trampery

‘The Directory has acted as a magnifying glass for individuals and businesses to be seen. I feel involved, appreciated, and carry a sense of ownership being a member of the directory.’

— Richard Dixon, Co-Founder of Aseptic Studios

C. Place-based Profiles

further exposure and business opportunities. For example, the Shutter Gallery Programme supported local creatives with small public realm commissions while offering shops a free shutter makeover. This resulted in 30 new shutters for 30 businesses involving 30 creatives in Tottenham as well as 22 new artworks on five Tottenham high streets. The zone also funded three new wayfinding commissions, including two permanent murals. Through this process, six creatives were engaged and paid. The approach to local commissioning has generated additional impact, as it has been adopted by several other zones and other programmes.



Made by Tottenham Billboard Campaign

Creative Sector Trends

Despite the challenges brought by the pandemic, Tottenham's creative jobs and businesses have remained relatively resilient. While London's creative job and business counts experienced a significant decline in 2020, Tottenham's business count continued to grow year on year (discounting a suspected 2018 data anomaly). Although jobs decreased by 24.1 per cent in 2020, they rebounded to pre-pandemic levels in 2021 at a faster rate than comparator areas. However, the fashion manufacturing sector, a key area of protection, suffered job losses and an estimated 26.3 per cent reduction in business turnover since 2018. In contrast, the software, IT, and computer services sector saw a 26.3 per cent increase in turnover, indicating a potential need for more targeted support.

In Phase I of Tottenham Creative Enterprise Zone...¹



35% increase in creative business counts between 2016 and 2021



44% increase in crafts turnover



75% increase in architecture business counts

¹ Analysis of job counts based on ONS BRES (2016–21). Analysis of business counts based on ONS UK Business Counts (2016–22). Turnover and birth and death information comes from ONS Interdepartmental Business Register (IDBR) and is scaled from local authority level. A full data dashboard for the Creative Enterprise Zone and more information about this data can be found: <https://data.london.gov.uk/dataset/cez-data-repository>



Made by Tottenham Festive Pop-up Shop

Case study: Made by Tottenham Festive Pop-up Shop

The Made by Tottenham Festive Pop-up shop ran for 12 days at the Trampery and stocked products by 46 local artists, designers, and makers.

Its purpose was to support creative businesses, the high street and offer residents and visitors the chance to buy locally made products. It also featured a programme of creative workshops led by makers, including comic drawing, and wrapping paper making.

The pop-up shop was well attended and well received by both residents and businesses. It shows how Made by Tottenham maximised the impact of zone activities. This was by combining opportunities to generate business for creatives, share skills, and raise the profile of the local creative industries.

7
workshops and
events

£10,330
made in twelve days

‘It has been a rather bleak period for ourselves and I’m sure for many other small local businesses so the pop up shop came at exactly the right moment. It has been a real uplift for us and has made a huge difference to how we feel about our business.’

— Business participant in the Festive Pop-up Shop

‘Being part of the Made By Tottenham pop up shop has been such a joy. Everyone who was part of organising it has been super helpful and friendly and has made it a really positive experience. I had no idea what to expect from it, and have been shocked by the response from local people and how successful it was!’

— Business participant in the Festive Pop-up Shop

2,000
visitors

10,000
social media reach

840
products sold

	Activity delivered	Details
Space	Made by Tottenham Directory	An umbrella brand and website led by LB Haringey/Creative Enterprise Zone leads aimed at showcasing local creative businesses, raising their profile and establishing new connections and employment opportunities.
	The Trampery*	A number of public sector-owned assets that have been developed or are in the pipeline as creative workspaces. Creative Enterprise Zone lead has acted as a lobbying voice to support workspace development and the need to address the challenges of affordable workspace provision. Best practice was also shared through the Creative Enterprise Zone manager. *not directly delivered by the Creative Enterprise Zone Programme
	Tailoring Academy Project	In partnerships with Fashion Enter (European Social Fund/Greater London Authority funding): a training and manufacturing facility
	Workspace and Business Support Programme	LB Haringey also secured £720,000 Government funding to deliver commercial space, business support and jobs in the Creative Enterprise Zone.
Business and Skills	Haringey Networks	A peer-to-peer business support programme to help early stages start-ups and Small and Micro Enterprises adapt and thrive post lockdown.
	Made in Haringey pop-up shop	An empty retail unit at the mall in Wood Green used to showcase and sell goods from local creatives and makers in June/July 2021.
	Covid-19 support for businesses	Business support programmes targeted to creative and social enterprises.
	N17 Creative Callings	Mentoring support for local creatives.
	Explore Creative Careers Event	An event in partnership with Haringey Creates to highlight the many pathways available to young people in the creative industries.
Policy	Haringey Workspace Providers List	A list connecting providers with new development site opportunities across the borough and making it easier for the council and developers to source the right provider for their needs. *not directly delivered by the Creative Enterprise Zone Programme
	Haringey Warehouse District and Warehouse Living Policy	London's first planning policy for warehouse living supporting a unique communal live work use and allows development of sites for warehouse living.

	Activity delivered	Details
Community	Made by Tottenham brand and website	Development led by Creative Enterprise Zone leads with the aim of developing local pride and attracting inward investment.
	3 wayfinding commissions	Three new artworks commissioned by paid local artists.
	Shutter Gallery Programme	Supported local creatives with small public realm commissions to improve shop fronts.
	A number of temporary public works and arts installations	A number of temporary public art work / installation across the Creative Enterprise Zone area including Tottenham Now and Once Upon in Tottenham (in partnership with Bernie Grant Centre). + 1 permanent public artwork by Lakwena, 2 temporary artworks, engagement with 2 local schools and 30 young people.
	Public arts commissions	Local creatives based in Creative Enterprise Zone and featured on Made by Tottenham have been commissioned to deliver 6 major new public artworks in various places in Haringey (both in and outside Tottenham) in 2020-2022.
	Networking events	Over 300 businesses supported through networking events
	Makers Market	A market for 130 Haringey creative businesses.
	Tottenham Sounds	A music event supporting local talent, the High Street and the evening economy.
	Made By Tottenham governance	An advisory board to help with driving the vision and strategy to develop the future of the project, ensuring the creative community is supported, and that Made By Tottenham has a sustainable legacy.

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