

LEWISHAM LOCAL CULTURAL STRATEGY

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1. INTRODUCTION

As the Mayor of Lewisham I am delighted to introduce the Cultural Strategy for Lewisham. The Council has already demonstrated its commitment to developing the cultural sector through its report 'Creative Lewisham', commissioned from Charles Landry in 2000. This cultural strategy draws heavily on the principals enshrined in that report and seeks to extend them to include the remainder of the sector, building upon that which has already been achieved and ensuring that there are fresh opportunities for innovation and participation.

The aim of a cultural strategy is to 'promote the cultural well-being' of the area. Lewisham is already one of the most culturally vibrant Boroughs in London with a clear identity and a truly diverse population, which is one of the Borough's greatest strengths. We recognise the value and potential of our local communities and organisations and are committed to working in partnership with them to implement this strategy.

This document will be key in shaping the future of Lewisham's cultural offer and will not only ensure that this sector is supported and sustained but will provide a basis upon which Lewisham can secure it's place as a leading centre for cultural activity in London.

Steve Bullock

Mayor of Lewisham

2. THE BENEFITS OF A LOCAL CULTURAL STRATEGY

2.1 Creative Lewisham

Lewisham has long recognised culture as a major lever for transformational change, a position that was endorsed by the Creative Lewisham report by Charles Landry which reported on the findings of the Culture and Urban Development Commission held in 2001.

Lewisham's goal is '*to become the best place in London "to live, work and learn"*' and the Creative Lewisham report, published in June 2001, provided an ambitious and comprehensive framework for the transformation of the Borough over the next decade into a dynamic, visually inspiring centre for culture and creative businesses within London.

The Council was aware of the reservoir of creative talent across Lewisham and was keen to use this talent as a dynamic force for change. Lewisham already had a thriving cultural community and 'Creative Lewisham' examined how the Borough could build on these strengths as a catalyst for change.

The Culture and Urban Development Commission brought together leading figures from the worlds of urban regeneration, culture, architecture and the arts and interviewed over 400 individuals and groups from the area to investigate how Lewisham can build on its existing strengths and create a prosperous future centred on cultural and creative industries.

Film director Lord Puttnam who contributed to the Creative Lewisham report, said: "Ideas, creativity, the arts and the new technologies are Lewisham's future, and its schools and colleges, in fact the whole community, need to gear up to it. If any one place has the diversity, drive and talent to make this work, Lewisham does."

Findings

The Creative Lewisham report states that:

Potential: Lewisham has huge potential for transformation and improvement if it uses its creative and cultural strengths as a catalyst for change, but the process must be given drive and leadership.

Perception: Lewisham's locus in London is changing. The Docklands Light Railway (DLR) and planned tube extensions mean that journey times to and from its main centres are shrinking. Lewisham is accessible and open for visitors.

Landmark buildings: are changing the ways people think about South London - from Tate Modern to The Dome. Old assumptions and prejudices are being challenged and

overturned.

Housing: Lewisham has a competitively priced and attractive housing market compared to other parts of London. The Borough is peppered with hidden treasures and architectural surprise.

Creative Business: Over 550 small and medium-sized creative businesses currently exist in the area. Many are clustered around Goldsmiths College, where graduates settle, set up business, and contribute to the local community and economy.

Voluntary Sector: There are 800 community spaces throughout Lewisham which means that involvement from the voluntary and community sector is high and could be higher.

Recommendations

The key recommendation of the report called for the setting up of a dedicated agency. This agency, called The Creative Lewisham Agency, was established in 2001 as a unit within the Education & Culture Directorate, with the aim to help the Council and other stakeholders to put the report's recommendations into practice, to generate ideas and to trigger initiatives. It is a small, flexible and supportive device to the stakeholders of Lewisham. The role of the Agency will be reviewed in December 2003, at which point consideration will be given to how it proposes to sustain itself as an independent body to the council, such as in the form of a Charitable Trust or Company limited by guarantee. This review will be undertaken as a feasibility study in liaison with the councils' financial and legal advisers.

Further recommendations include:

Community: The diversity experience and creativity of local people must be brought into discussions and decision making.

Creativity: should be a key factor throughout all planning and decision-making process, both future and current achievements should be applauded and publicised.

Visual Landscape: there must be a focus on urban design and the visual landscape. Cities need not be uninspiring, threatening or shabby. They can be bright, lively, engaging.

Partners: should be found and encouraged. Creative Lewisham needs to work across education, health, transport, housing planning, leisure and retail.

Urban Design: Urban Design capacity should be a key element of the Council's development capacity drawing on experience from around the world, from Barcelona to Helsinki. World-class architects and designers should be brought to Lewisham.

Sites, Advice & Finance: should be made available to new arts and creative businesses in the Borough. There are a number of catalytic projects already underway in Lewisham, which are an example of the best practice recommended by the report.

The Creative Lewisham report was adopted by the Council in October 2001.

2.2 The Broader Cultural Context

The DCMS has cited the following areas of activity for inclusion in a Cultural Strategy, based on the findings of Rotherham Metropolitan Borough as an example of good practice:

- Performing and visual arts, craft and fashion
- media film, television, video and language
- museums artefacts, archives and design
- libraries, literature writing and publishing
- the built heritage, architecture, landscape and archaeology
- sports events facilities and development
- parks open spaces, wild life habitat, countryside recreation
- children's play, playgrounds
- tourism, festivals and attractions
- informal leisure pursuits

Although Creative Lewisham concentrated in the main on the creative arts and urban design, it has provided a philosophical framework into which can be fitted those other cultural disciplines which Lewisham is choosing to include in its Local Cultural Strategy (LCS).

For the purposes of the strategy therefore Lewisham has adopted the approach to culture that was set out in Creative Lewisham

'Culture is about beliefs, traditions, identity and ways of living and how they affect behaviour.....All development is cultural as it reflects the way people perceive their problems and opportunities. Culture is central because it is the sum total of original solutions that a group of human beings invent to adapt to their environment and circumstances'..

Culture, sports and creative activities improve the quality of life for everyone. We aim to make cultural and creative activities available to the largest possible number of people. Our goals are to get more people involved in the cultural life of the Borough and to improve the

¹ Charles Landry, Creative Lewisham Report, 2001

quality of the experience on offer. We want to develop the educational and economic contribution the cultural sectors can make by helping to strengthen the creative industries. We will seek to promote their roles in regeneration, sustainability and in combating social exclusion.

For the purposes of the LCS – and from the viewpoint of a resident, an approach to culture in Lewisham can be described within the following broad themes:-

- **A living and learning environment** – people’s home experiences, including their immediate locality, faith group, cultural identity, language, neighbourhood and community based initiatives.
- **A leisure environment** - how people spend their non-work time, sports and recreation, crafts, gardening, photography, clubs and societies.
- **An economic environment** – where individuals, cultural and creative activities and the wider economy interact – economic regeneration, urban environment, the cultural and creative industries sector, skills and training, property and accommodation, land use .
- **A recognised environment** – the concept of the area’s image, external recognition of Lewisham as a key London/South East /European centre; plus resident recognition and buy-in to local communities and neighbourhoods.

2.3 Role of the Local Authority

A local authority will impact directly on cultural activities within its area in a number of roles. As a direct sponsor or promoter of cultural activities; as the licensing and regulatory authority; as a service provider for residents; through its planning policies creating zones for activities such as retail and leisure areas.

Increasingly over the past decade local authorities have become more involved in this area - as agencies, for instance, of Central Government in fulfilling its plans and as a partner of public and private sector organisations in the many multi-agency initiatives that have been developed. The National Lottery Funding for cultural activity has had a major impact in this respect.

The Local Authority is by no means the sole provider of cultural activity, but it does have a key role in bringing together the many public, voluntary and private organisations in partnership to provide these activities and to actively engage the local community.

The Lewisham LCS will therefore:-

- Be a high level, overarching strategy, bringing together many individual cultural services provided or supported by the Council
- Describe the key cultural issues affecting the area and the broad aims and objectives by which they will be addressed
- Describe how the cultural well being of Lewisham is to be promoted over the next five years
- Provide a distinct programme together with a clear rationale for these activities
- Describe how this programme will be implemented and monitored
- Provide a basis for funding applications
- Above all, provide a clear and integrated approach for the council and its partners.

2.4 Strategic Outcomes

The Lewisham LCS has been developed around four key areas identified from the Creative Lewisham report, which were in turn, developed from extensive consultation in 2001.

URBAN DEVELOPMENT

Creative Lewisham highlights the way in which the urban landscape can influence people's perceptions and behaviour. Innovative improvements to the streetscape and the quality of urban design can bring real benefits in terms of access and safety, and can help to resolve the capitals traffic problems. Developed in partnership with the public it can also create a shared sense of achievement and pride of place. Lewisham is one of London's greenest boroughs and the care and management of both the built historic environment and its natural heritage and ecology is among the Council's highest cultural priorities.

ECONOMY

The cultural economy is one of London's fastest growing employment sectors and Lewisham has the potential to provide a home for new talent and initiative with opportunities for all. The Borough has much to be proud of, but needs to celebrate its

strengths more publicly, and encourage audiences and visitors alike by strengthening the evening economy and ensuring that local residents have the training and support they need fully to participate. The search for new investment is a key concern, the Borough will put partnership at the heart of its strategy for developing the local infrastructure.

EDUCATION

The Borough is rich in opportunities for learning and skills development having a number of world class providers of cultural education within or just beyond its borders. It also has some of the best cultural provision for young people in the capital and is piloting a range of Government initiatives that place emphasis on the cultural sector's contribution to educational achievement. Libraries, Community Education, sports and recreation and the voluntary sector, all provide additional opportunities for skills development for all ages and backgrounds. Lewisham's Education Development Plan aims to involve its partners in delivering a framework for the sector which ensures universal access to training, clear progression routes and the opportunity to excel.

PERSONAL AND COMMUNITY DEVELOPMENT

Cultural activity is important in the development of inclusive social and community-based networks, and contributes to an improved quality of life for all local people. In order for the sector to grow and prosper there needs to be a sense of ownership and involvement, and opportunities both to develop and celebrate individual cultures and talents throughout the Borough. The sustainability of the sector and the development of new audiences for all areas of cultural activity are key inter-linked concerns.

There are in addition three cross cutting themes:

YOUNG PEOPLE

The demographics of the Borough anticipate continued growth in the number of young people and their cultural needs and aspirations will be of utmost importance in delivering many of the Council's key social objectives. In addition, the Authority has special responsibility for looked after children and young people as their corporate parent and the strategy will seek actively to improve their access to cultural opportunity.

Central Government continues to place great emphasis on the coherent planning of services for young people through both the forthcoming Youth Strategy and Children and Young People's Plan. The cultural strategy recognises this need for coherence and therefore has a

cross cutting theme for young people, to underpin other strategies and provide the delivery mechanism for individual policy initiatives.

SOCIAL INCLUSION

Lewisham is at the forefront of neighbourhood renewal programmes, targeting major improvements in health, crime, employment and education in these poorer communities.

The Social Exclusion Unit/DCMS PAT 10 report shows how and sport, cultural and recreational activity, can contribute to neighbourhood renewal and make a real difference. Existing Lewisham projects are cited as examples of best practice. As PAT 10 highlights, cultural activities can appeal directly to individuals' interests and develop their potential and self-confidence; relate to community identity and encourage collective effort and help build positive links with the wider community.

COMMUNITY SAFETY

Recent statistics indicate that Lewisham is now the safest borough in inner London with a record of delivering a joint approach to tackling crime and disorder. Lewisham residents perceive the opposite, however, which acts as a disincentive for them to participate in activities - especially at night.

Cultural activity, particularly in public spaces, can be encouraged by increasing footfall and designing out crime hotspots. The delivery of effective cultural programmes can also help in reducing the number of young people at risk of offending.

3. THE LEWISHAM STRATEGIC CONTEXT

Lewisham examined its role and position as an inner London Borough in the Creative Lewisham report which describes the contexts in which the Borough finds itself. Rather than defining itself in terms of its history, Lewisham sees its position firmly planted in the future – in its own future through regeneration projects – particularly those based on cultural and creative activities, through its position within London, a world class city, and its wider regional and international links.

3.1 Dynamics of London

The dynamics of London have changed dramatically over the last decade leading to the emergence of the south-east London phenomenon. Its catalyst is a combination of factors, including the extension of the underground and development of the Docklands Light Railway (DLR); the establishment of a series of landmark projects such as Tate Modern; the relative price advantage of housing in south London and the growth of Canary Wharf, where employment is set to rise by 60,000 over the next five years. This overall dynamic connects Lewisham more firmly to London's destiny, and to that of the wider world as part of London's role as a world city. All south-east London boroughs are feeling these impacts which are generally positive but not by definition so.

The Thames Gateway has been identified as the key engine of growth for the nation. It provides the opportunity for an expanding London economy creating more jobs and opportunities for a larger and more skilled population. It is the location for a co-ordinated programmes of improvements to transport, housing and social infrastructure, and creative provision needs to play its part in the emergence of this important new sub-region. Lewisham is at the western gateway to the London Thames Gateway area and has the sites and the opportunities to make a significant contribution.

3.2 Home grown potential

Lewisham's opportunity is also self-generated, for example, the educational institutions and projects of national and international significance from large to small; the buoyant creative industries cluster and a motivated and experienced voluntary sector, especially in the north of the Borough. The creative sector is among the fastest growing areas of the capital's economy and Lewisham is very well placed to fully reap the benefits.

One spin-off from the vital cluster of activity is that many artists have stayed on after further and higher education in Lewisham and, as a consequence, there is a boom in creative businesses - over 550 at the last count. This is having an impact well beyond Lewisham in terms of the perceptions that people have of the Borough and in developing connections, synergy, networking and joint projects within and outside the Borough. This represents a remarkable cluster of institutions and activities, which with some fine-tuning and recognition of potential can do even more.

Lewisham operates in a competitive environment and other places have also thought of culture and creativity as ways to revitalise themselves. Therefore Lewisham cannot take its opportunities for granted. Lewisham's visual environment needs a significant uplift to mark a change in attitude, ambition and offer. The challenge is to transform people's sense of themselves and their possibilities, through the transformation of a mundane, and at times degrading, urban setting. There is a need to maximise the potential for major change through the exploitation of the forthcoming major regeneration programmes such as Convoys Wharf and Lewisham Town Centre.

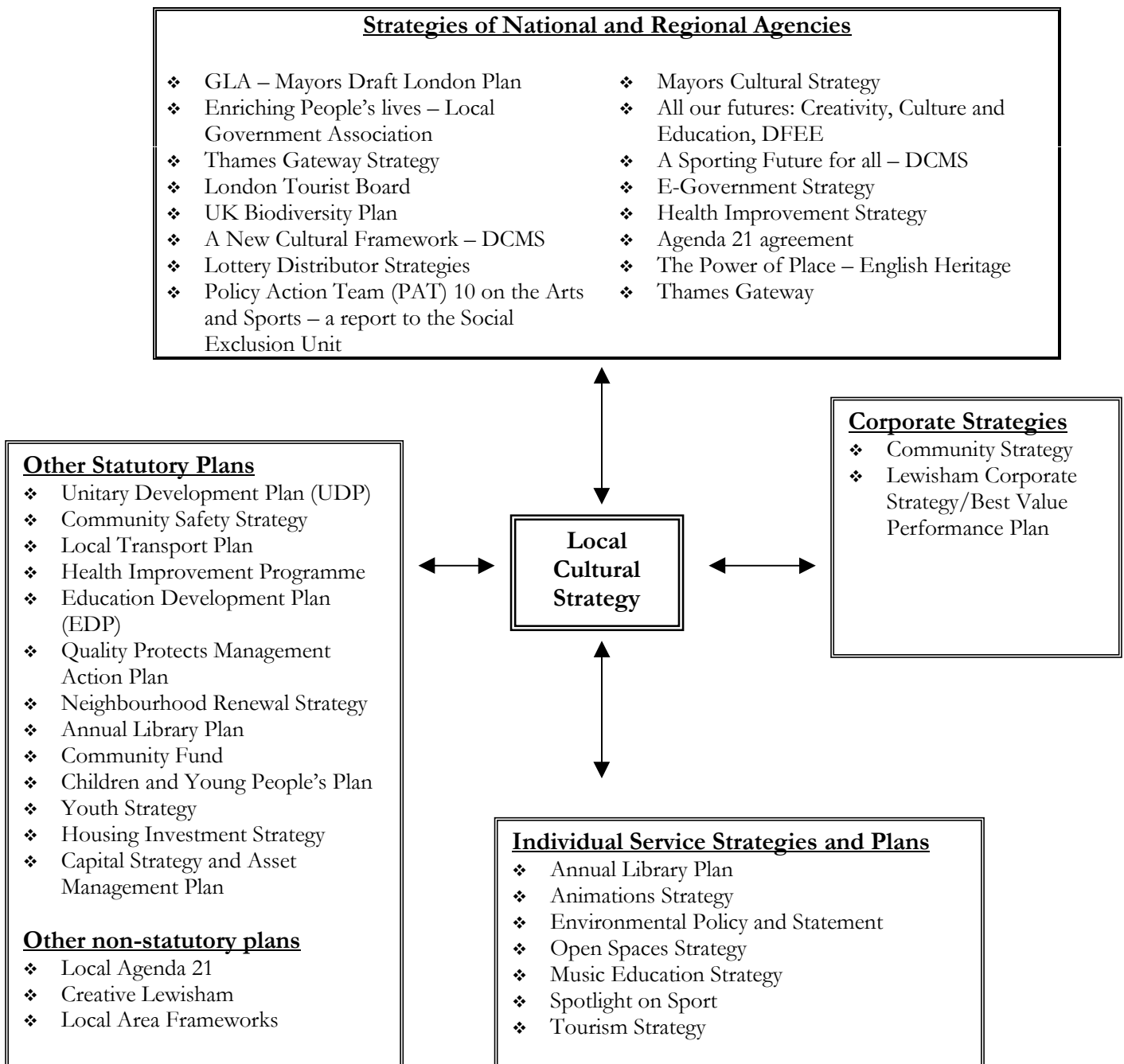
It is not only the cultural sector that finds parts of Lewisham attractive, but also property developers seeking to satisfy the demand for housing. The pressure to gentrify is enormous. Starting in the north its impact can be felt across the Borough. These external pressures for change are threatening to overwhelm that which has taken so long to nurture - yet at the same time within that regeneration and gentrification nexus there are opportunities in terms of innovation and development.

Lewisham has to embrace the reality of being both a dormitory borough and a mixed use 'inner city' economy, and try to turn the development dynamic to its cultural advantage, whilst retaining those characteristics which make it a popular place in which to settle.

Currently the north of the Borough represents the heart of Lewisham's cultural effort. The north/south divide represents one of the key challenges facing the sector. The south is largely residential, and although it enjoys extensive green space it lacks the voluntary infrastructure which characterises the north and centre, and will therefore demand a different approach.

3.3 Relevant strategies, policies and legislation

Relevant regional and national strategies, policies and legislation and the trends which impact on the demand for and provision of cultural services include:



4. THE LOCAL CONTEXT/BOROUGH PROFILE

4.1 Demographics & Geography

Lewisham forms one of a cluster of inner south-east London boroughs with Southwark and Greenwich. It has an area of approximately 13.4 square miles and a boundary of almost 23 miles in length, making it the third largest London Borough (second largest in inner London). It is also one of the least densely populated with around 18,000 people per square mile. The population is expected to increase until 2006 and then remain stable until 2011. Lewisham has the eighth highest proportion of lone parent households in England and the fifth highest in London. The Borough has a lower than average (for inner London) proportion of household heads in social classes 1 and 2 with correspondingly higher proportions in all the other groups.

The Borough has a large retail centre in Lewisham town centre and other (more linear) retail centres in Deptford, Catford, Sydenham and Forest Hill. Lewisham is a collection of mixed 'urban villages' with a geographical variety that can be seen in the contrasts between, say, Blackheath, Deptford and Downham.

Lewisham has been characterised as providing a dormitory and local service area within the wider regional economic system. It is a residential community where, on the whole, people export their labour to other parts of the capital. Only one-third of Lewisham's total labour force works within the Borough. Lewisham has the lowest business density in London, although there are examples of large enterprises (from Citibank and the established supermarket sector) and a small but dynamic and growing creative enterprise sector – in all around 4600 enterprises operating in the private sector. The Council and other public sector industries are the dominant local employers. In terms of size Lewisham's economy is ranked 30th out of the 33 London Authorities.

A significant demographic factor is that Lewisham is one of the most diverse London boroughs and is home to a vibrant mix of communities. About 32% of the population are black or from another minority ethnic group, a figure that has increased by 100% over the past three years. Lewisham has the fourth highest percentage of Black Caribbean people in London, and the third highest proportion of 'Black Other', i.e. black residents who do not consider themselves Caribbean or African, including those of mixed race. Almost one in five of the 'Black Other' population is aged under five, and almost half are aged under 16.

There is also a growing number of asylum seekers in the Borough and a small traveller population.

There are 121 languages spoken by pupils in Lewisham schools, with a total of 40 languages spoken by sizeable communities in Lewisham. Critically, the black and minority ethnic population is younger than the white population, such that by the year 2011 it is likely that black and minority ethnic communities will form close to half of the local population. In terms of the Local Authority's planning, projecting a decrease in the 60+ age range will impact on demands made on the homebound service while the projected increase in the 15-59 age range will alter demands made on Council services, especially for youth provision.

Deprivation

Lewisham's 240,000 residents face a number of issues. The Borough is economically poor, rated in 2000 as the 14th most deprived district in England according to the Department of the Environment, Transport and the Regions (DETR) 2001 Index of Deprivation.

This effect is compounded by clusters of significant deprivation contrasting against historic areas such as Blackheath or residential affluence such as Forest Hill. Four Lewisham wards are within the worst 10% of England's 8414 wards in the DETR Index.

Across the Borough, specific instances of deprivation include amongst the highest levels of teenage pregnancy, 34.8% of its primary pupils and 40.5% of its secondary pupils are entitled to free school meals, a high proportion of youth unemployment and a high level of youth crime.

Life Skills Agenda

Crucially in terms of access to many cultural activities, 23.6% of the population aged between 16 and 60 in Lewisham have low numeracy skills, and 23.4% have low literacy skills. This equates to over 33,000 people. Including English as a second language, over 40,000 people in Lewisham have basic skills needs. In certain wards the percentage of low numeracy and literacy skills rises to over 35%, placing Lewisham amongst the boroughs with highest level of basic skills needs in London. It is these people who have the most difficulty in accessing cultural activities as well as many other opportunities.

4.2 Key Cultural Issues

i) Urban Design and Environment

Physically the Borough has examples of both good and bad in terms of its infrastructure. It is one of London's greenest Boroughs, having an unusually high number of parks and open spaces, including the two key sites of Blackheath and Beckenham Place Park, but some of its town centres are relatively poor quality with a poor range of retail outlets. The evening economy is concentrated in pockets of the borough (such as Blackheath) and lacks key facilities such as a cinema.. Charles Landry described Lewisham's streetscape as being 'poor and uninspiring, with no civic space to act as a focus beyond limited facilities in Lewisham Town Centre.' The infrastructure needed to encourage activity and 'footfall' is not yet in place, although there have been major improvements. Lighting is on the whole poor or uninspiring, signage is unhelpful, often directing people out of the Borough rather than within it. In consequence the public do not always feel safe on the streets and in public spaces.

However, there are examples of quality urban design and development including public art and lighting plus world class architecture including the new Laban building designed by Hertzog and de Meuron and the Macdonald Egan Development at Deptford designed by John McAslan. Goldsmiths are proposing to develop a landmark building, phase one of which is now underway, designed by Will Alsop. Phase two, their Gateway project will link the facilities of Goldsmiths with the wider New Cross community.

The Borough is fortunate in having a range of venues for cultural activity - arts centres, libraries, leisure centres and theatres. Some are recently refurbished as part of the Modernising Lewisham agenda which committed investment to both the Library Service and the Broadway Theatre. Others, such as the Albany and the Horniman Museum have been renovated and improved through external resources. The Laban Centre is shortly to open its new building with funding from both the National Lottery, the London Development Agency and Lewisham Council.

In terms of the built heritage, the Council's UDP follows government planning policy guidance and has planning policies on the designation and enhancement of conservation areas, the protection of nationally listed buildings and in addition a programme to identify and protect buildings of local architectural and historic interest. In partnership with English

Heritage, the Authority also operates two Heritage Economic Regeneration Schemes (HERS) across four of the borough's conservation areas.

However, some elements of the Borough's built heritage are vulnerable as regards investment. The Council has identified the necessary resources for a refurbishment of the Manor House in Lee, in partnership with local community groups, but there are other notable buildings that are currently at risk, not all of which are listed. Some, like the Rivoli Ballroom, are local 'landmarks' and as such are important 'signposts' of neighbourhood identity.

The Library Service is hampered in its aspirations to develop a 21st Century service by some inadequate buildings and sites, a number of which have a Grade II listing. Libraries have the potential to make a far greater contribution not only to the Borough's cultural offer, but also in their role with regard to the Life Long Learning and Basic Skills agenda with which it is closely identified. The strategic redevelopment of the Library Service represents a priority for the Authority.

Despite being an inner-London, highly urbanised area there is much ecological diversity in the Borough. Therefore the use of design and planning to ensure the protection of its natural assets has an important role to play in Lewisham's sustainable development. Work undertaken as part of the Creekside Single Regeneration Budget programme, the £1m regeneration of Chinbrook Meadows and the continuing programme to naturalise the river channels from the River Ravensbourne and the River Quaggy have demonstrated Lewisham's role in, and commitment to maintaining and improving the natural environment. Several major planned projects, such as the Lewisham Interchange and Convoys Warf also provide key opportunities to sustain this environmental consideration within the urban design and development process.

ii) Cultural Economy

The Borough has a significant advantage in the world-class grouping of Higher and Further Education institutions comprising Goldsmiths College, Lewisham College and the Laban Centre. This cluster was identified in Creative Lewisham as a unique asset which distinguished Lewisham from other boroughs. Economically these act as a pull factor, especially for the Cultural and Creative Industries. People come to the Borough to train and subsequently choose to settle in Lewisham. In consequence a concentration of creative

industries has developed, particularly in Deptford, generating a critical mass of activity including support services as well as hundreds of self-employed artists and performers. The Borough has capitalised on this phenomenon by creating a Creative Enterprise Zone, which will actively support the development of the sector.

The challenge is to ensure that those benefits are felt throughout the Borough and that the emerging clusters of activity in Forest Hill and Catford are also supported.

The Borough has an ambivalent approach to its marketing and communication and consequently to its perception of itself as a cultural centre. There is a tension between Lewisham's emergence as a recognised centre of cultural provision and a place where people choose to live. Lewisham has many things going for it but its image has not been generally perceived as being culturally exciting. While it suffers from all the problems associated with the inner city, road congestion, improving but still underdeveloped public transport links, air pollution, some ugly streetscapes and crime 'hotspots' there is still much to celebrate.

The Borough's venues, whether public, private or community based, do need to address the issue of audience development if the local cultural economy is to be sustainable. The sector also needs both to attract significant additional resources and widen its range of partners. As one of London's least wealthy Boroughs with areas of acute need and a low business base, Lewisham struggles to invest in its services and infrastructure, so successful partnership working will be an essential prerequisite to the strategy's effectiveness.

The establishment of The Creative Lewisham Agency has provided an injection of expertise and capacity to the search for new partners and funding opportunities across the sector. It is important to ensure that these benefits are felt by smaller and emergent organisations as well as the bigger players.

The Sport and Active Recreation agenda is distinguished by the Borough's success in attracting external funding. The recent Audit Commission inspection awarded the Sports and Leisure Services a two- star rating with promising prospects for improvement. Lewisham has been successful in bidding for funding for improvements for sports pitches and outdoor recreation facilities, and the partnership with Glendales is beginning to yield improvements to outdoor recreation services, but access and marketing remain a key issues.

The Borough's leisure infrastructure is also rapidly improving as a consequence of the PFI investment contract recently awarded to Clear Channel Leisure (CCL). The Borough will continue work in partnership with the private sector on the Leisure infrastructure and will take advantage of the regeneration opportunities across the Borough to re-provide facilities.

The key regeneration opportunities for the Borough include Convoys Wharf and the Creative Enterprise Zone, which takes in Creekside and the new Laban building. Elsewhere in Deptford the Art of Regeneration (AoR) partnership with the National Theatre at the Albany represents a unique model of social and community regeneration in the context of a long established community building.

Other major opportunities include the new transport interchange and associated development in Lewisham Town Centre, the opportunities represented by the New Deal for Communities (NDC) programme in New Cross, where a flagship healthy living centre is proposed, and ongoing improvements to Forest Hill following completion of the urban design strategy that was part of the Creative Lewisham Delivery Plan in Year One. The proposed Healthy Lifestyles building for Downham which will incorporate a swimming pool, library, recreational facilities and a health suite represents one solution to the issue of geographical inequality.

iii) Education and Skills

Schools provide the first rung of opportunity for most of the Borough's residents and the strategy places particular emphasis on quality opportunities for cultural participation both in and out of formal schooling, and on progression routes from school to other learning and training opportunities for all age groups. However, the Creative Lewisham agenda does need to be more effectively embedded in the mainstream curriculum. There are existing examples of good practices, such as the Youth Arts Festival. The Borough's piloting of the Creative Partnerships programme, the mini EAZ 'Creating Success', the DCMS primary school investment plus the Schools Sports co-ordination initiative provide an excellent infrastructure to enable that to happen, particularly when taken together with the Art of Regeneration and the quality education/ school partnerships supported by Horniman Museum, Laban, Cockpit Arts and Millwall Football Club.

The Borough has a rapidly growing population of young people. Cultural and community activity has a key role to play in enhancing their self esteem and creating opportunities, both for participation and for acting as peer motivators, raising levels of achievement both in and

out of school and contributing to the Citizenship agenda. The Council believes that opportunities for creative and cultural practice should be an entitlement for all young people. Looked after children are a particular target group for the Authority, hitherto their needs have not been well represented in cultural schemes. Currently the Borough is recognised across London for its youth arts and cultural opportunities, and the strategy will ensure that the work is supported and developed so that the offer extends across the Borough to all children and young people.

iv) Community, Access and Social Inclusion

Lewisham is characterised by a strong sense of community. It has an exceptionally diverse population of self-supporting communities each with its particular linguistic and cultural heritage, which in some cases includes a strong faith element. In consequence there is a well established and robust voluntary sector which has shown itself keen to partner the Council in a range of broad cultural initiatives. It includes a number of organisations with a regional and national profile and a track record of innovative working practice, e.g. Horniman Museum and Heart 'n' Soul.

These are backed up by the existence of clear neighbourhood identities, which are generally stronger than the central Lewisham identity.

However there remain significant sections of Lewisham's population who do not engage with the Borough's cultural offer for reasons of social exclusion, inadequate information and marketing or poorly focussed provision. The geographical profile of the sector with its clear bias towards the north of the Borough, is an additional factor. There is too little base-line information available about the use of local cultural facilities and services, and the gathering and interrogation of such data is a strategic priority.

The Council remains fully committed to listening to and engaging with local residents and stakeholders. However, the development of the role of the public as partner in the Borough's cultural development will require more focus if provision is to be strategically relevant, meet expressed needs and inculcate the necessary sense of ownership. Lewisham can cite many examples of very good practice, particularly in the field of cultural education. Those practices are not yet being widely disseminated or informing further debate.

Lewisham is participating in a number of major Government initiatives which will have an impact on the cultural agenda, including New Deal for Communities, Neighbourhood

Renewal Fund and Surestart programme in Bellingham and Deptford. All provide opportunities for sustaining and developing the sector and supporting the fuller participation of all age groups, improving quality of life and choice and using culture as a tool for community cohesion. It will be important for the strategy to capitalise on the specific commitment to cultural activity indicated in the Community Plan.

The strategy will place particular emphasis on removing all barriers to participation and developing initiatives which actively involve and celebrate the culture of Lewisham's more marginalised communities, particularly disabled people, refugees and elders. There are many individual examples of good practice and opportunity across all the cultural disciplines, but these initiatives are not 'woven into' the Borough's cultural success story and are frequently overlooked when it comes to opportunities for promotion.

There are four major programmes that are fundamental to the success of the Cultural Strategy:-

- 1) The continuation of the work of Creative Lewisham and the Creative Lewisham Agency, seeking regeneration through a primary cluster of cultural and creative industries, developing creative capacity across the Borough and attracting external funding and partnerships.
- 2) The development of Convoys Wharf as a flagship regeneration site for the Borough and indeed for London with the potential for a vibrant mixed economy that could include housing, leisure, and heritage interest and create a real tourist attraction for the Borough.
- 3) The further development of the highly regarded provision for youth culture in the Borough, building on the current cluster of innovative and inclusive practice both in and out of school, capitalising on Government initiatives and funding schemes, and ensuring an entitlement to quality cultural opportunity for all the Borough's young people.
- 4) A sustainable programme of cultural festivals, which fully acknowledges the diversity of the borough's communities, provides a platform for their skills and talents, creates new audiences and affords the opportunity to build local capacity.

If it is to deliver the intended benefits the strategy must:-

- Show how the Local Authority can work more effectively with partners
- Demonstrate how there can be better connection with some sections of the community particularly family groups given the demographics of the Borough
- Show how the programmes can be made sustainable - against the background of uncertain funding and competing agendas.
- generate baseline research in order to quantify the benefits of any activity
- Provide good corporate strategic planning and internal communication
- Co-ordinate a range of plans and strategy documents relating to the many and various stakeholder groups and to ensure that these programmes are delivered over time, without diverting from core services.

4.3 Cultural Assets and Opportunities

Community/Education Resources

Lewisham has:-

- 92 Schools - 72 primary schools, 12 Secondary schools and 7 Special schools
- Community Education Lewisham, offering over 150 culturally based courses from centres throughout the Borough
- 31 community-run educational organisations, generally called, for convenience, supplementary schools.

In addition there are:-

- 20 community centres
- 9 early years centres
- 7 Generations Playclubs
- 18 after school clubs
- A year round programme of holiday activities for children and young people

Libraries

Lewisham has a total of 12 Libraries² plus a Homebound Service. Each library offers a selection of services for adults, young people and children and all have free Internet access. Lewisham library is the largest and houses a reference library, the Borough information centre and the local studies and archives centre, which makes available sources for study of the Borough's history.

Heritage

The Borough's built heritage includes:-

- 25 building conservation areas and 540 listed buildings (2 Grade I, 18 Grade II* and 520 Grade II).
- Grade I listed buildings are: Boone's Chapel, Lee High Road and St Paul's Church, Deptford, which are Grade I listed buildings; and
- Over 100 of these listed buildings in public use, including the Horniman Museum, the Manor House - Lee, former Lewisham Library, Hither Green Library, Forest Hill Library, Lewisham Clock Tower, Lewisham Police Station, the Broadway Theatre, Lewisham Art House and Beckenham Place Park

Open Space and Environment

Lewisham has: -

- 44 parks, including Blackheath and Beckenham Place Park, covering 321 hectares, plus an additional 110 hectares of open space within housing sites and 14 hectares of highway enclosures.
- 11 established Heritage walks, including stretches of the London-wide Green Chain walk, the Thames Path and the Waterlink Way – a path that follows the River Ravensbourne from Greenwich to Catford.
- 36 allotment sites comprising 963 plots
- An extensive cycle network with 16 highlighted routes that link in to the London and National cycle network
- 18 nature reserves, managed by London Conservation Services and volunteers.
- Creekside Environmental Education Centre - established as part of the Creekside Single Regeneration Budget (SRB), the education centre aims to promote local ownership of the Creek and provide a specific education and leisure programme for school children and adults beyond the life of the Creekside Programme.

² Blackheath Village, Catford, Crofton Park, Downham, Forest Hill, Grove Park, Lewisham, Manor House, New Cross, Sydenham, Torridon Road, Wavelengthsx

Sports and Active Recreation

Many of the Borough's parks and open spaces are available for structured or informal sports activity, plus a variety of multi-use surface areas, leisure centres and sports halls. Sports and Leisure opportunities are now delivered, maintained and developed by a range of agencies from the voluntary sector through to schools, and the public and private sectors.

Provision includes:

- 39 Sports Facilities including 6 swimming pools, 5 floodlit Astro-pitches, and a variety of multi-use games areas.
- Millwall Football Club and Community Sports Scheme – an after schools programme providing quality, professional coaching sessions to local youngsters.
- A Flourishing Network of Clubs and Activities, including a range of competitive and co-operative sporting activities provided in after school and holiday clubs for children aged 3-11

Venues and Events and Workshops

- *Broadway Theatre* – established as Britain's leading venue for black theatre, the Broadway has recently undergone a £2.3m refurbishment to improve facilities and disabled access
- *The Albany* - South-East London's premiere Community and Arts Centre. The Albany not only provides performance and rehearsal space but works in partnership to provide community arts education programmes.
- *Blackheath Halls* - a major London venue for all types of music from classical to folk, rock and pop, as well as for meetings, dances, dinners, regular comedy and theatre nights, and many other events. Although situated just over the border in Greenwich, it is used as a performance base by many Lewisham based adult and school groups
- *Rivoli ballroom* - a much loved local facility, the Rivoli Ballroom hosts a variety of traditional and modern dance events throughout the year
- *Horniman Museum and Gardens* - have recently undergone a major refurbishment as a result of a successful Lottery bid. As well as the core ethnography and music collections the Museum has a number of programmed performance spaces and a full education programme
- *Cockpit Arts* - has recently opened a second site on Creekside providing supported workspace to young designers and craftworkers, the organisation also has an extensive education programme

Additionally there are:-

- 30 centres/locations/sites for art display and music/theatre rehearsal spaces
- High profile programme of festivals including *Deptford X Visual Arts Festival* and *Lewisham Comedy Festival*, as well as annual highlights such as *People's Day* and *Blackbeath Fireworks*
- Art in the Park activities for children under the age of 4 in partnership with the Bellingham Sure Start programme provided during holiday periods
- Several artists studios rented by local fine and applied artists, for example the Arts in Perpetuary Trust (ATP), Contemporary British Arts (CBA) and the Art House

Funding (also see appendix 1)

Funding for cultural activities in Lewisham comes from a wide variety of sources, including:-

- Government Departments – DCMS
- Funding bodies- Sport England, Arts Council, English Heritage
- Private sponsorship/partnerships
- Charitable trusts
- Education funding for voluntary/statutory partnerships

Lewisham Council's net expenditure on cultural activities in 2001/02 was:-

- Arts and culture - £605,813 (arts service)
- Creative Lewisham - £316,990
- Lewisham Theatre - £687,193
- Libraries - £4,502,444
- Sports development and community recreation - £834,707
- Pools and leisure centres - £4,016,567 (CCL Contract)
- Estimated spend of Glendales contracted to Parks management 2002/2003 = £2.69m

4.4 Corporate Vision

Lewisham Council has defined its vision as “***Together we will make Lewisham the best place in London to live, work and learn.***”

The Authority is also in the process of establishing a set of community priorities for the borough. The draft proposals, currently at the consultation stage, are:

Improve the well-being of the people of Lewisham

1. Reduce crime and make Lewisham a safer place
2. Improve the health of local people
3. Raise educational attainment, skill levels and employability
4. Foster enterprise and business growth including the creative industries
5. Develop cultural vitality - building on Lewisham's distinctive cultures and diversity
6. Secure sustainable regeneration of Lewisham as a place - its housing, transport and environment
7. Reduce welfare dependency, promote independence and increase the life chances of vulnerable members of the community

Develop and engage local communities

8. Help local communities to develop their own capacity for mutual support and independent action and ensure the centrality of community involvement

Improve public sector performance and delivery

9. Ensure equity in service delivery: design diversity into local institutions and design out discrimination
10. Improve the effectiveness and efficiency of local public services; optimise investment in infrastructure; and improve the stewardship of assets

4.5 Key Borough Plans

There are a number of overall Council plans and strategies that will inform and influence the LCS.

The Borough's **Education** policy, derived from the ***Education Development Plan (EDP)*** informs the place of cultural education and activity in the mainstream curriculum. There are other key plans and strategies that are related to education as a whole that underpin the cultural strategy, for example the ***Skills for Life Strategy***, and the ***Children and Young Person's Plan***, which for the first time will give strategic direction to all services for those groups across the borough. The delivery plan of the cultural strategy will in turn help to deliver the key elements of the education delivery plan.

The cross cutting theme of **Young People** is informed by the ***Youth Service Plan*** produced for 2003-2004 which will include plans for developing cultural activities as pathways to inclusion for 13-19 year olds. This will link with the delivery plan for the Lewisham element of the London East Connexions Partnership. In the areas of community access and social inclusion, community safety issues are primarily dealt with by Lewisham's

Crime Reduction Plan. General issues promoting the economic, environmental and social well being of the Borough's communities are dealt with in the ***Local Strategic Partnership Plan***, while the particular needs of the poorest communities are addressed through the ***Neighbourhood Renewal Strategy***.

Cultural Plans

In the area of **urban design and the environment** the key document is the Council's Unitary Development Plan and the council is increasingly producing Supplementary Planning Guidance to promote excellence in architecture and design. The ***Open Spaces Strategy*** is presently being updated in the light of Government and GLA initiatives. Environment and conservation issues are also dealt with in the Council's ***Local Agenda 21*** and ***Environmental Management policies***.

Cultural Economy issues are also covered by Lewisham's ***Connected Communities*** project together with its ***Implementing Electronic Government*** statement. The Borough also has a ***Tourism Strategy***.

Cultural Development is the primary responsibility of the Cultural Services division. Key strategies are contained in the ***Sports and Active Recreation*** plan, recently developed from the ***Spotlight on Sport*** consultation and report, and the ***Annual Library Plan*** which sets out the Borough's approach to the delivery of its Library Service on an annual basis is a key council plan. Heritage needs - especially the absence of a Borough museum - are being addressed through an emerging ***Heritage Strategy***.

Fuller descriptions of these strategies and initiatives can be found at Appendix 1.

5. THE CONSULTATION PROCESS

Lewisham has engaged in extensive consultations with key stakeholder groups in a number of key cultural and creative areas over the past two years. These have included:-

- Culture and Urban Development Commission
- Spotlight on Sport Report – Council strategy for sports provision
- Open Spaces Strategy
- Crime Reduction Plan

The Council also consults generally through a Citizens Panel, a Business Panel, youth and community forums, large surveys, the Internet, conferences and workshops

Specific issues emerging from these consultations and relevant to the LCS include:

Urban Design

Consultations on area strategies undertaken over the past year have highlighted public concerns over the quality of the streetscape and public spaces. It is clear that public perceptions of locations, particularly town centres, are significantly influenced by the quality of planting, paving and signage and the presence of other street clutter including trade refuse containers and litter generally. A co-ordinated approach to streetscape is essential to a quality environment.

Quality of provision

There was general agreement that there is a need to provide more recreational facilities. Lewisham does not have the advantage of major tourist attractions that many neighbouring boroughs have. This impacts on the range and quality of commercial recreational provision. People said they want to see more leisure schemes, reflecting a wide range of interests. People want to feel proud about the area in which they live, for instance by improving the quality of the environment, creating a bright vibrant community and increasing safety by designing out crime. Lewisham has few historic areas, and therefore those that exist need to be protected. The extent of Lewisham's green spaces is recognised and the Council's policies to manage them are appreciated.

Access and removing barriers to participation

What venues there are can often be difficult to find. They have a low profile, are badly publicised and they are often located in unprepossessing surroundings.

The physical arrangement of the Borough causes problems, with east-west transport routes dividing and highlighting the north-south disparities.

Consultations constantly highlight the dependency on (safe) public transport and many people have told us that they are unable to get out of their homes to get to events, citing reasons such as care, cost, and location. Other groups feel isolated or ignored. There is a view that more can be done to bring cultural and creative activities to these people, for instance by using new technologies such as the Internet.

Opportunity for the future

There is widespread recognition that Lewisham has a strong base of creative and cultural industries. There is also recognition that these are partly as a result of the important contribution made by local higher and further education establishments. People realise that there is a need to provide more work opportunities, especially for young people, in what is essentially a dormitory borough. Non-council providers are key to this process, especially the small entrepreneurial firms. People would like to see these and other local organisations - both commercial and voluntary - being the basis for economic and employment growth.

The existence of empty or underused commercial premises is obvious but there is also strong demand for small business/studio space, especially in the north of the Borough. The challenge is to match supply and demand.

Both business and voluntary organisations expressed their wish for more networking and information sharing. A role for the Council was seen in providing outreach services to help set these networks up.

People saw the Internet as becoming increasingly important in providing information; with public access points, especially libraries, regarded as key to providing this widely. A specific Lewisham Internet portal is seen as essential to the process of bringing all local information sources together, providing information and community networking. However, traditional services such as libraries, are still seen as important.

There was a large demand to do more, both in terms of more varied local places to go to; more for specific groups such as children and young people and in addressing structural issues such as the north-south imbalance within the Borough.

Ownership and partnership

People felt poorly informed about what was available. The Council and other bodies are not seen as doing as much as they should be to publicise venues and events. Similar concerns were expressed about information on training and funding opportunities.

If the community at large is to be involved fully, the Council needs to build genuine partnerships, for instance by consulting people at the beginning of a process not the end. The diversity and experience of Lewisham's many communities need to be recognised and acknowledged as an important resource. Lewisham's creative and cultural landscape can be enhanced by developing opportunities which draw on the strengths represented by these communities. Celebrations of diversity can be built round events and festivals from ethnic and faith communities.

6. STRATEGIC AIMS AND OBJECTIVES

Within the context so far described. Four main themes have been identified which provide a focus for the aims, objectives and actions of the LCS.

1. Urban Development

AIM: To develop Lewisham's built and natural environment in a way that improves the quality of life for all through innovative and sustainable design and management

- To develop partnerships which ensure that Lewisham residents and organisations benefit from local, regional, national and international knowledge and best practice in the field of urban design and development.
- Respect and preserve the historic built environment
- To ensure physical cultural and virtual access to the Borough's cultural resources through improved signage and safety measures and the exploitation of new technologies
- Recognise the role of the Lewisham public as a major partner in all developments
- Ensure positive and sustainable management of the Borough's natural heritage and ecological assets, whilst promoting awareness and appreciation of the natural environment

2. Economy

AIM: To develop and strengthen a sustainable economy for Lewisham through the support and encouragement of the cultural and creative sectors

- To promote the cultural sectors as leverage for the development of the overall economy of the Borough through business investment and patronage, and work with partners to increase the availability of affordable workspace for cultural sector enterprise in the Borough
- Recognise the importance of the school- work transition by promoting work experience, training and employment opportunities in the cultural sectors
- Work with cultural organisations and statutory services, helping to develop their economic sustainability through promotion, capacity building, advice and training
- Support the diversification of the Borough's existing retail and commercial centres, and cultural facilities to include a range of cafes, pubs restaurants and venues, raising the Borough's profile as a visitor destination and improving local choice
- Ensure comprehensive access to the cultural economy. by developing opportunities which draw on the strengths represented by Lewisham's diverse community

3. Education

AIM: To ensure that everyone in the Borough has the opportunity to acquire the skills and knowledge they need to participate in and learn through the full range of cultural activity

- Ensure that opportunities exist for education and training in the cultural sectors, widening participation and progression and enhancing employability and progression routes into the sector
- Building on good practice, promote the use of cultural programmes to foster learning, to contribute to raising educational achievement for both young people and adults, and to broaden impact
- Maximise available investment to support the development of cultural facilities within the learning and cultural sectors.
- Ensure the maximum opportunity for young people to participate in cultural activities both in and out of school.
- Develop strategies that promote the use of IT in all areas of cultural sector practice.

4. Personal and Community Development

AIM: To enhance the quality of people's lives through cultural and creative development both in encouraging participation and the provision of quality programmes.

- Develop and strengthen partnerships with local venues, organisations and individuals to provide new opportunities for them to broaden their areas of work
- Promote a sustainable portfolio of activity and opportunity that reflects and celebrates the diversity of the Borough
- Identify models of good practice, mechanisms and the necessary networks in order to develop measures to remove barriers to participation in cultural activity.
- Facilitate the use of cultural programmes as vehicles for social inclusion and the implementation of measures designed to promote community cohesion and well being.
- Promote community involvement and ownership by developing techniques for local consultation that draw on the diversity and experience of Lewisham's communities.

7. DELIVERY MECHANISMS - PARTNERSHIPS FOR PROGRESS

Partnerships with relevant organisations both within and outside of the borough are key to the delivery of the strategy. The increased impact that can be gained by working in partnership to achieve common goals with the community, the private and voluntary sector will be essential to the successful implementation of the delivery plan.

The following groups and organisations will be key in delivering the Lewisham LCS.

Creative Lewisham Agency

The CLA was set up as one of the main recommendations of the Lewisham Culture and Urban Development Commission. The Deptford Creative Business Enterprise Zone is a Deptford area specific initiative managed by the CLA.

The Agency undertakes projects under four strategic priorities, under each priority it has a number of live projects at any one time

- Economic development of Lewisham's creative sector
- Urban environment and quality of design
- Education and employment developing the skills of residents
- Participation in and access to the cultural and entertainment opportunities offered by Lewisham's diverse creative sector

All of the above is carried out within a structured framework of stakeholder consultation. This achieved through the Creative Sector Forum, Media specific focus groups and (in the near future) an Agency Steering group.

Artists/Creative and Cultural Industry Entrepreneurs

While the council has adopted policies such as favourable lettings to this sector, it recognises that initiatives need to be better co-ordinated. It will increase its attempts to encourage these groups to settle within the Borough by better marketing and account based customer care practices found in the private sector.

Local Networks and Voluntary Organisations

The Voluntary Sector is one of the Borough's greatest strengths. It includes organisations with both regional and national profiles such as Second Wave, Midi Music and Millwall Community Scheme as well as hundreds of local societies, clubs and user groups representing the full range of cultural activity. It is exceptionally vibrant, ambitious and diverse, and continues to be the chief means by which the social inclusion agenda is delivered in the Borough. The sector includes networking and consultative groups such as LEAN (Lewisham Education Arts Network), who play a vital role in brokering partnerships between the various sectors, and examples of good practice from the sports and conservation sectors.

With their location at the heart of local neighbourhoods, informal groups such as Faith Groups and Supplementary Schools form important local voluntary and community networks. There are around 200 individual faith groups in the Borough, and it is estimated that about 15% of Lewisham's population actively engage with these groups. They have resources, safe space for activities and services, personal skills and commitment and access to funding through their membership and networks. In addition, Supplementary Schools are often established and run by the community in response to an identified need, such as curriculum support for children, and consequently play a vital role in serving a variety of social, cultural and educational local community needs.

The council will redouble its efforts with voluntary organisations and community groups, identifying those with whom it is not in satisfactory dialogue, creating more strong and effective partnerships to deliver the council's cultural and other policies, and supporting networking and information sharing among these groups.

Schools/Further and Higher Education Establishments

Lewisham has a world class further and higher education cluster with a specific focus on the arts and the creative industries. Some of the key providers are:-

- ***Lewisham College*** is a key training provider in the Borough with over 14,000 students from a range of ethnic, cultural and economic backgrounds
- ***Goldsmiths College*** is now considered to be the UK's leading creative university, with provision that embraces the arts (visual arts, design, drama, music, media including film,

television, radio, photography etc), cultural and social studies, humanities, psychology, computing and education

- ***Laban Centre London*** is the leading centre for professional contemporary dance training in Europe and is one of the Borough's key catalytic cultural centres
- ***Blackheath Conservatoire for Music and Arts*** offers a wide range of courses from one-to-one teaching to group work and opportunities for ensemble playing and covers all ages and all abilities. Although it is situated just beyond the Borough boundary, it makes a significant contribution to music education in Lewisham

Additionally ***Goldsmiths Professional and Community Education*** (PACE) offers a range of programmes and courses designed to encourage adults returning to study, and to provide routes into degree programmes.

Arts Education Partnerships

Lewisham is one of 16 LEAs nationally who are participating in the DCMS ***Creative Partnerships*** pilot. These are co-ordinated by the Arts Council and aim to promote, encourage and support partnerships between the formal and informal education sectors and the voluntary arts sector independent arts organisations and agencies.

Lewisham has two ***Education Action Zones***: a small one, funded through Excellence in Cities (Eic) called 'Creating Success' and a large, statutory Educational Achievement Zone in Downham and Bellingham. Each brings additional resources to local partnerships (schools, parents, the community, businesses and local authorities) for them to work to find radical and innovative solutions to securing educational improvement.

Art of Regeneration: An SRB partnership between the Boroughs of Lewisham and Greenwich, The Royal National Theatre and Goldsmiths, Lewisham College and the Albany. The team runs a programme of arts education in local schools using creativity as an agent for social regeneration

The Private Sector

Lewisham is ideally placed within London and the Themes Gateway area to take advantage of the rich diversity of the private sector that is engaged in the cultural sector. Most of those based within Lewisham are small and medium enterprises (SME's) who can offer a range of opportunities that will support the delivery of the Cultural Strategy. In addition they themselves will be beneficiaries of the strategy, as ultimately it will enable more people to

develop the skills and knowledge that will help their businesses to grow. These partnerships have already contributed to the achievement of young people through the Connexions Strategy and also a range of MAST (Music, Science & Technology) projects with local schools.

Opportunities for Lewisham to work with the private sector to deliver the cultural strategy exist within the context of:-

- Local Businesses
- Developers. To work with them to deliver the high standards of urban form needed to improve the visual identity of the Borough, especially in the key retail and regeneration areas
- External contractors, PFI partners

The Council has entered into a number of effective partnerships with a range of providers in order to secure enhanced cultural benefits, including:-

- The Parks Contract with Glendales
- The externalisation of the management and provision of Leisure Centres with CCL
- The Winter Festival and Streets Alive with Zap Productions
- The Broadway Theatre partnership with the Lewisham Youth Theatre
- The renewal of the Elms Lane Playing Fields with Pinnacle
- The sponsorship of the Borough's Swimming Development Officer by the Saxon Crown swimming Club

Public Sector Agencies

This group of partnerships is particularly important in providing those programmes that seek to deal with many of the negative aspects of Lewisham's image – crime, transport, pollution, urban development.

- Neighbouring boroughs
- The GLA and other organisations within the GLA family especially the LDA and TfL – recognising that Lewisham is a key part of London. Much of the London Mayor's Development Strategies for Greater London will have a significant impact on Lewisham, transport proposals being one example.
- National and European level – again recognising Lewisham's key position in the South East and Europe

- Neighbourhood Renewal, Children and Young Persons Unit
- Major cultural agencies for example Arts Council, the National Endowment for Science, Technology and the Arts (NESTA)

Any partnership needs sustainable programmes to deliver the strategy. This involves:-

- Securing the correct long term funding to deliver any programme
- Better considered use of resources
- Management attention focused on a smaller number of key activities, rather than being shifted from project to project
- Working with partners in private and voluntary sector to ensure that projects become self sustaining and can stand alone from the council
- Research and information gathering to define baseline information and to measure success.

8. DELIVERY PLAN

1) Urban Development

AIM: TO DEVELOP LEWISHAM'S BUILT AND NATURAL ENVIRONMENT IN A WAY THAT IMPROVES THE QUALITY OF LIFE FOR ALL THROUGH INNOVATIVE AND SUSTAINABLE DESIGN AND MANAGEMENT

1a Objective: To develop partnerships which ensure that Lewisham residents and organisations benefit from regional, national and international best practice in the field of urban design and development.

	Action	Council Department	Partners	Milestones	Links
i)	Develop urban design frameworks and development strategies for the Borough's town centres and key regeneration sites	Regeneration Education & Culture, Community Safety	CLA Stakeholders	4 Design Studies completed by Dec 2003	Regeneration Directorate Vision Creative Lewisham Crime Reduction Plan
ii)	To work with site owners to secure a development solution for Convoys Wharf that maximises opportunities for creative sector employment, heritage and tourism provision and promotes excellence in architecture	Regeneration Resources Education and Culture	News International GLA LDA Housing Corporation Local stakeholders	Outline planning permission for development scheme. December 2003	UDP, Housing Investment Strategy, Neighbourhood Renewal Strategy Local Transport Plan Creative Lewisham

1b Objective: Respect and preserve the historic built environment

	Action	Council Department	Partners	Milestones	Links
i)	Develop a strategy for the investment in and management of the Borough's portfolio of historic buildings	Regeneration Education & Culture Resources	Creative Lewisham Agency, Heritage Lottery Fund, Stakeholders	Initial consultation completed by Autumn 2003	Creative Lewisham Regeneration Vision Annual Library Plan
ii)	Ensure the successful development of the Manor House	Education and Culture Resources	Heritage Lottery Fund Voluntary Sector Stakeholders	Heritage Lottery Fund bid submitted by March 2003	Annual Library Plan, Community Safety Creative Lewisham

1c Objective: To ensure physical cultural and virtual access to the Borough's cultural resources through improved transport, signage and safety measures and the exploitation of new technologies

	Action	Council Department	Partners	Milestones	Links
i)	Establish Code of Good Community Safety Practice for Borough's cultural facilities.	Community Safety Education and Culture Regeneration	Stakeholders Voluntary Sector Police	Consultation framework agreed by June 2003	Crime Reduction Plan Community Strategy Children's Pan
ii)	Develop Unified Signage Strategy for cultural facilities	Community Safety Education & Culture Regeneration	Glendales CCL Stakeholders TFL	Consultation framework agreed by September 2003	Open Spaces Strategy, Leisure Strategy Creative Lewisham, Community Safety Community Strategy Local Transport Plan

1d Objective: Recognise the role of the Lewisham public as a major partner in development.

	Action	Council Department	Partners	Milestones	Links
i)	Draw up consultation guidelines for future cultural development re built facilities	All	CCL, Glendales Stakeholders Health	Project framework established by Sept 2003	Community Strategy Communication Strategy Creative Lewisham Annual Library Plan
ii)	Develop information strategy for the public re cultural development	All	CCL, Glendales Stakeholders Voluntary sector, Lewisham. College	Project framework established by Sep 2003	Community Strategy Communications Strategy, CEL, Creative Lewisham Annual Library Plan

1e Objective: Ensure positive and sustainable management of the Borough’s natural heritage and ecological assets, whilst promoting awareness and appreciation of the natural environment

	Action	Council Department	Partners	Milestones	Links
i)	Develop and implement Biodiversity Action Plans	Regeneration, Resources	GLA, London Wildlife Trust, Environment Agency, English Nature, Glendales, Groundwork Trust, Local naturalists, residents and businesses. Local Residents groups and stakeholders	Initial action plans agreed May 2003.	Open Spaces Strategy, UDP, Environmental Policy
ii)	Consider environmental impact of all major development proposals.	Regeneration Education and Culture Regeneration	Environment Agency, Planning application consultees, amenities societies, Creative Lewisham Agency	As planning applications are received	Creative Lewisham Environmental Policy Regeneration Directorate vision

2) Economy

AIM: TO DEVELOP AND STRENGTHEN A SUSTAINABLE ECONOMY FOR LEWISHAM THROUGH THE SUPPORT AND ENCOURAGEMENT OF THE CULTURAL AND CREATIVE SECTORS

2a Objective: To promote the cultural sectors as leverage for the development of the overall economy of the Borough through business investment and patronage

	Action	Council Department	Partners	Milestones	Links
i)	Establish Deptford as a recognised centre for cultural enterprise	Regeneration Resources Education & culture	Voluntary sector Goldsmiths Laban, Lewisham College, LDA, CLA	Work programme agreed for CBEZ April 2003	Creative Lewisham Community Strategy Tourism Strategy Annual Library Plan
ii)	Secure the future of the CLA	All	Stakeholders LDA	Funding Identified for 2003/4 Sept 2003	Creative Lewisham Community Strategy

2b Objective: Recognise the importance of the school- work transition by promoting work experience and employment opportunities in the cultural sectors

	Action	Council Department	Partners	Milestones	Links
i)	Ensure the sustainability of the Albany as a hub for the development of new cultural industries and for training of individuals	Education and Culture. Regeneration	LDA, Albany, AoR and partners	Dec 02 develop forward strategy. April 2003 commence action plan	Creative Lewisham Community Strategy N.D.C
ii)	Develop programme of work placements with key cultural organisations/agencies	All	CCL, Glendales Millwall, Local agencies and organisations, such as LEAN, Education Business Partnership	Consultation framework agreed June 2003	Creative Lewisham Community Strategy NDC

2c Objective: Work with cultural organisations and services, helping to sustain their progress through promotion, capacity building, advice and training

	Action	Council Department	Partners	Milestones	Links
i)	Conduct training needs analysis of the sector	Education and Culture Regeneration	Voluntary Sector and Key providers, Glendales, CCL	Completed by September 2003	Annual Library Plan Creative Lewisham Sports and AR
ii)	Establish and maintain user friendly web based database of all cultural events and training courses in the Borough	Education & Culture	CLA, LEAN and stakeholders	Database completed by July 2003	Sports and A.R Creative Lewisham Tourism Strategy

2d Objective: Support the diversification of the Borough's existing retails and commercial centres to include a range of cafes, pubs restaurants and venues, raising the Borough's profile as a visitor destination and improving local choice.

	Action	Council Department	Partners	Milestones	Links
i)	Develop audience development and marketing strategy for the Borough's cultural sector	E&C Resources	Stakeholders Local and regional media GLA	Initial data gathered and disseminated March 2003	Sports and AR Creative Lewisham Tourism Strategy Annual Library Plan
iii)	Promote an evening economy in Lewisham Town Centre as part of the Urban Renaissance regeneration proposals.	E&C Regeneration	Urban Renaissance in Lewisham Partnership Board, LDA, local stakeholders	Secure evening economy uses within the final development package. April 2005.	Creative Lewisham, Lewisham Town Centre SRB, Deptford CBEZ Annual Library Plan

2e Objective: Ensure comprehensive access to the cultural economy. by developing opportunities which draw on the strengths represented by Lewisham's diverse community

	Action	Council Department	Partners	Milestones	Links
i)	Ensure the development of the Moonshot as a centre for black cultural enterprise	Education and Culture Regeneration	Stakeholders LDA, CLA	Business Plan completed March 2003	Community Strategy Creative Lewisham
ii)	Promote the diversity of the Borough's cultural offer in all publicity and marketing material	Education and Culture Regeneration	Stakeholders Voluntary Sector FE & HE LDA, CLA	Establish working group by March 2003	Tourism Strategy Creative Lewisham Sports and AR, Annual Library Plan Communications Strategy

3) Education

AIM: TO ENSURE THAT EVERYONE IN THE BOROUGH HAS THE OPPORTUNITY TO ACQUIRE THE SKILLS AND KNOWLEDGE THEY NEED TO PARTICIPATE IN AND LEARN THROUGH THE FULL RANGE OF CULTURAL ACTIVITY

3a Objective: Ensure that opportunities exist for education and training in the cultural sectors, widening participation and progression and enhancing employability and progression routes into the sector

	Action	Council Department	Partners	Milestones	Links
i)	Ensure the continuation of the AoR programme post March 2004	Education and Culture Resources	AoR, Albany, Arts Council, LDA Stakeholders, Trusts and Foundations	Fundraising Team in place. Jan 2003	Creative Lewisham Exit Strategy SRB6
ii)	Support the NRF funded 'Embedding Creative Lewisham' project.	Education and Culture	FE and HE Stakeholders Voluntary Sector CLA, LSP	Project framework agreed Jan 2003	Creative Lewisham Neighbourhood Renewal

3b Objective: To promote the use of cultural programmes to foster learning and to contribute to raising educational achievement for both young people and adults.

	Action	Council Department	Partners	Milestones	Links
i)	Building on existing networks, to develop and sustain effective partnerships with the formal education sector	Education and Culture	Schools and Colleges LEAN Creative Partnerships, Excellence in Cities, Education Action Zones, Education Business Partnership	Briefing meeting with head teachers on the cultural strategy. January 2003.	EDP, Creative Lewisham Arts Council Annual Library Plan Sports and AR
ii)	Ensure the dissemination of good cultural practice throughout the formal and informal education sectors	Education and Culture	Schools and Colleges Voluntary Sector Stakeholders LEAN, Education Business Partnership	Publication of Best Practice Document. Mao 2003.	EDP Creative Lewisham Sports and AR

3c Objective: Maximise investment to support the development of cultural facilities within the learning and cultural sector.

	Action	Council Department	Partners	Milestones	Links
i)	Map the current investment needs of the Borough's learning and cultural facilities.	Education and Culture	Arts Council National Lottery Sport England	Database of relevant facilities established	Creative Lewisham Sport and AR Open Spaces, Children's Plan, Youth Strategy. ALP
ii)	Ensure exploitation of all existing opportunities for investment	Education and Culture	National Lottery Creative Lewisham Arts Council, Sport England	Fundraising Strategy?	

3d Objective: Ensure the maximum opportunity for young people to participate in cultural activities both in and out of school.

	Action	Council Department	Partners	Milestones	Links
i)	Develop a cultural strategy for young people	Education and Culture Social Care & Health Regeneration Resources	Stakeholders, Voluntary Sector, National Agencies, FE and HE	First meeting in January 2003	Children and Young Peoples Plan, Youth Strategy, ALP, Creative Lewisham, Sport and Active Recreation
ii)	Consolidate and develop existing consultation opportunities for young people	Education and Culture	Stakeholders And Voluntary sector, Lewisham Citizenship Network	Information on existing networks collected by March 2003	Children's Plan, Youth Strategy Annual Library Plan

3e Objective: Develop strategies that promote the use of IT in all areas of cultural sector practice.

	Action	Council Department	Partners	Milestones	Links
i)	Raise the profile of the Borough's libraries as centres for training and learning	Education and Culture	City Learning Centre	Marketing plan completed, May 2003	Annual Library Plan Connected Communities
ii)	Establish and maintain accurate virtual map of cultural provision including digital facilities	Education and Culture,	CLA, Stakeholders, Vol Orgs, City Learning Centre	Facility established Sept 2003	Creative Lewisham Connected Communities

4) Personal and Community Development

AIM: TO ENHANCE THE QUALITY OF PEOPLE'S LIVES THROUGH CULTURAL AND CREATIVE DEVELOPMENT BOTH IN ENCOURAGING PARTICIPATION AND THE PROVISION OF QUALITY PROGRAMMES

4a Objective: Develop and strengthen partnerships to provide new opportunities for local venues, organisations and individuals to broaden their areas of work

	Action	Council Department	Partners	Milestones	Links
i)	Ensure the successful development of the Downham Healthy Lifestyles Building	Education and Culture Regeneration Resources	Glendales. PCT, Leisure sector	Building opens in Jan 2005	Creative Lewisham, Annual Library Plan, Sport and AR
ii)	Develop the Broadway theatre's role as an educational and cultural resource for the Borough	Education and Culture Resources	Stakeholders Voluntary Sector	Second phase of capital investment completed June 2003	Creative Lewisham

4b Objective: Promote a sustainable portfolio of activity and opportunity that reflects and celebrates the diversity of the Borough

	Action	Council Department	Partners	Milestones	Links
i)	Maximise the use of the Borough's facilities to promote and support the Borough's diverse communities	Education and Culture Resources	Stakeholders Voluntary Organisations	Review and update database of BME orgs and projects. May 2003	Creative Lewisham Sport and AR ALP
ii)	Continue to develop the Boroughs programme of festivals and events, including Peoples Day, as a model of inclusive community practice	All	Stakeholders and voluntary organisation	Outline plans for 2003 agreed April 2003	Creative Lewisham Community Strategy, Youth Strategy Sports and AR

4c Objective: Identify models of good practice, and develop measures to remove barriers to participation in cultural activity.

	Action	Council Department	Partners	Milestones	Links
i)	Ensure that the new Laban Centre represents a model of good practice with regard to access	Education and Culture Regeneration	Stakeholders Voluntary Sector	Building opens Feb 2003	Creative Lewisham Community Safety Community Strategy
ii)	Using existing networks, ensure the dissemination of good practice throughout the sector	Education and Culture	LEAN, Creative Forums, User Groups and Stakeholders	Establish communication module Sept 2003	Creative Lewisham Community Strategy ALP, Sports and AR

4d Objective: Facilitate the use of cultural programmes as vehicles for social inclusion and the implementation of measures designed to promote community cohesion .

	Action	Council Department	Partners	Milestones	Links
i)	Ensure the participation of the cultural sector in the delivery of the Community Strategy	Education and Culture Regeneration	LSP and Stakeholders	Briefing seminar for the cultural sector by Jun 2003	Community Strategy
ii)	Ensure Borough's Cultural Offer is relevant and available to all vulnerable client groups, including looked after children and the elderly.	Education and Culture	Stakeholders Vol Orgs	Establish programme of reviews into specific sectors e.g. vulnerable and disadvantaged groups, older people, disabled people. April 2004	Community Strategy, Ageing Well in Lewisham, Corporate Performance Plan (Social Inclusion), Children and Yong Persons Plan Annual Library Plan

4e Objective: Promote community involvement and ownership by developing techniques for local consultation that draw on the diversity and experience of Lewisham's communities

	Action	Council Department	Partners	Milestones	Links
i)	Map networks for cultural consultation and partnership	Education and Culture	Stakeholders and Voluntary sector	Completed June 2003	ALP. Creative Lewisham Open Spaces Sports and AR
ii)	Develop consultation framework to support and inform the cultural development of the Borough	Education and Culture	Stakeholders and Voluntary sector	Completed Sept 2003	ALP. Open Spaces Tourism Plan, Sports and AR, Creative Lewisham

9. MONITORING AND EVALUATION

The monitoring of the Cultural Strategy will be the responsibility of the Creative Lewisham Steering Group, which was established to ensure the delivery of that agenda. The group comprises representation from all the relevant council services, and meets monthly.

The Group will report to the Mayor, the Cabinet Member for Culture, the Cabinet Member for Economy and the Creative Lewisham Select Committee will receive quarterly reports on the strategy's implementation as part of its work programme.

Action	Council Department	Partners	Milestones	Links
Establish a process for reporting both to the Mayor, the Deputy for Culture and Deputy for Local Economy, and the Creative Lewisham Overview and Scrutiny Committee on the progress of the Strategy	All		Process agreed February 2003	Council's Business Plan
Establish a Cultural Strategy monitoring and evaluation timetable for Creative Lewisham Steering Group	All		Timetable established February 2003	Council's Business Plan
Establish reporting arrangements with Local Cultural Forums and User Groups	Education and Culture, Regeneration, Resources	All user and stakeholder groups	Reporting schedule and process agreed March 2003	Community strategy, consultation strategy, individual service plans
Seek feedback on progress through Citizens Panel and Residents Surveys	Resources	Community Forums and stakeholders	First consultation to take place in April 2003	Communication strategy, consultation strategy
Work with the GLA to ensure that Lewisham contributes to and plays a full part in London's Cultural Strategy	Education and Culture, Resources	GLA and Mayors Office, Sport England, Arts Council, London Tourist Board	First discussions to be held February 2003	
Develop detailed work programme for Year One – 2003/04 – for implementation through individual service plans	All	All stakeholders	Work programme agreed March 2003	Individual service plans, community strategy, children and young person's plan, Crime Reduction Plan
Establish a mechanism for a review of the Strategy at the end of Year One	All	All stakeholders	Process agreed June 2003	Community strategy, Crime Reduction Plan, Council's Business Plan, children and young people's plan
Review current liaison and joint working arrangements with neighbouring Boroughs.	Education and Culture, Resources	London Boroughs of Greenwich, Bromley, Southwark, Bexley and Lambeth, Thames Gateway Boroughs	Report to Cabinet July 2003	

APPENDIX 1 – SOURCES OF FUNDING

Lottery

- New Opportunities Fund (NOF) – Community Access To Lifelong learning,
- Community Fund – area based strategies

Other National Funding Opportunities:

- New Deal for Communities
- Neighbourhood Renewal Fund (NRF)
- Single Regeneration Budget (SRB)
- Sure Start
- On track
- Education Action Zone (EAZ)
- Specialist Schools
- Space for Sports and Arts scheme (DCMS)
- Sports Action Zones
- Health Action Zones
- Excellence in Cities

APPENDIX 2 - KEY BOROUGH STRATEGIES AND PLANS

The Council has sponsored and adopted a wide range of thinking on specific cultural and creative areas. These range from statutory plans, to formal strategy documents to research or consultancy studies designed to stimulate debate and further action.

These include:

- **Animations Strategy** – consultancy report, March 2002-10-25
- **Community Safety Plan - 2002**
- **Community Strategy**, Draft for Consultation- Lewisham Strategic Partnership October 2002
- Implementing a **Connected Community Strategy** for Lewisham - A Framework for Action consultancy study September 2001
- **Creative Lewisham** – report of the Lewisham Culture and Urban Development Commission, by Charles Landry – June 2001
- **Education Development Plan - 2002**
- Lewisham Council's **Environmental Policy and Statement**
- Second “**Having Faith in Lewisham**” Conference report 2000
- **Heritage Aims** [internal position paper] September 2002
- Annual **Library Plan** – October 2001
- **Music Education Strategy** – draft December 2002
- **Neighbourhood Renewal Fund** Faith Groups & Black and Minority Ethnic Community Access to Services consultancy report- March 2002
- ‘Parklife’, a summary document of the Council’s strategy for **Parks and Open Spaces**
- **Open Spaces** Strategy Lewisham Council 1998- 2002
- **Spotlight On Sport** - Report And Draft Recommendations, March 2002
- A Strategy For **Tourism Development** In Lewisham, 2002
- Lewisham **Unitary Development Plan**, 2002

Borough Strategic Plans

Community Safety

A three year strategy has been launched - the Crime Reduction Plan - which aims to make Lewisham the safest place in London to live work and learn. Priorities are:-

- To reduce street crime, domestic violence, vehicle crime, burglary and crimes against businesses.
- To make safe: homes, neighbourhood, town centres, schools and colleges, public transport and road and parks and open spaces.
- To tackle the causes and consequences of crime by:-
 - reducing the involvement of young people in crime and disorder
 - improving victim and witness support
 - tackling drugs and alcohol misuse to reduce crime and reducing the fear of
 - crime.

The intention is that this should support imaginative crosscutting solutions that deal with different priorities in different settings, as well as recognising that everyone – all those who work, live and learn (and visit) – in the Borough have a role to play in making Lewisham safe.

Education Development Plan (EDP)

The EDP has been developed in response to the strategic objectives of the Education and Culture Directorate. The Plan will be a key motor for improvement for Lewisham, in that it will a) raise the standards of education provided for all Lewisham children and b) improve the performance of Lewisham schools.

Eight priority areas for improvement have been identified in the EDP. These are:-

1. raising attainment in early years towards early learning goals, and in primary education especially in numeracy and literacy;
2. raising attainment in Key Stage 3;
3. raising attainment in Key Stage 4 and post 16;
4. raising the attainment of underachieving groups of pupils;
5. support for schools causing concern;
6. support for school self-review and evaluation and for improving leadership and management;
7. improving pupil behaviour and attendance;
8. improving recruitment and retention of teachers.

Neighbourhood Renewal and Community Strategy

Boroughs are required to produce a Community Strategy to promote the economic environmental and social well being of the Borough's communities by identifying improvements to the delivery of local services through a partnership of statutory voluntary community and private sector agencies. The (Local Strategic Partnership or LSP)

The particular needs and living conditions of the poorest communities particularly those living in the poorest wards, will be addressed through the Neighbourhood Renewal Strategic Framework and emerging Strategy.

These documents represent the spatial element of the Community Strategy, which is intended to act as an overarching framework to improve community well being, within which other plans can link together, and sets out a long term vision for the Borough. The Cultural Strategy needs to be informed by and inform the aims and objectives of the NRS as a key driver to improve quality of life in the targeted wards.

Lewisham's ten draft priorities around which the Community Strategy is structured are:

1. Improve the well being of the people of Lewisham

- i) Reduce crime and make Lewisham a safer place
- ii) Improve the health of local people
- iii) Raise educational attainment, skill levels and employability
- iv) Foster enterprise and business growth including the creative industries
- v) Develop cultural vitality – building on Lewisham's distinctive cultures and diversity.
- vi) Secure the sustainable regeneration of Lewisham as a place – its housing transport and employment
- vii) Reduce welfare dependency, promote independence and increase the life chances of vulnerable members of the community

2. Develop and engage local communities

- viii) Help local communities to develop their own capacity for mutual support and independent action and ensure the centrality of community involvement.

3. Improve public sector performance and delivery

- ix) Ensure equity in service delivery, design diversity into local institutions and design out discrimination

- x) Improve the efficiency and effectiveness of local public services; optimise investment in infrastructure; and improve the stewardship of assets

The intention is that this strategy should support imaginative crosscutting solutions that deal with different priorities in different settings, as well as recognising that everyone - all those who work, live and learn (and visit) - in the Borough has a role to play in making Lewisham safe. All these priorities will be reflected in the aims, objectives and delivery plan of the LCS.

Cultural Sector Plans

Arts and Entertainment

The Service objectives of the Service are:-

- To ensure the Broadway Theatre plays its role in the economic, cultural and educational development of the Borough
- Deliver or facilitate vibrant and varied programmes of community, education and arts events that reflect the areas diversity, draw on indigenous talent, develop new skills and raise aspirations, build community and cultural capacity and positively portray the Borough
- Deliver or facilitate activities that will give greater opportunities for individuals to participate and train in arts activities develop new skills and arise aspirations and develop the capacity of the community Sector to provide arts training activities for people in Lewisham
- To increase the profile of and enhance the attendance at events by assisting in the promotion of arts activities within the Borough
- To provide an easily accessible service to give advice and guidance in all areas of training, participation and consumption within the arts as well as assisting in capacity building and business development within the cultural and creative sector

- To develop the capacity and strengthen the infrastructure of individuals and organisations to ensure sustainability and development of new opportunities within the cultural and creative sector
- Develop new projects that will enrich personal, community and cultural development and increase the cultural capacity within the Borough

Children and Young People's Plan

Lewisham has embarked on producing a Children's Plan which for the first time will give strategic direction to all services for children and young people across the Borough as well as focussing on children in need.

The role of cultural development in shaping children and young people's lives is therefore a key input in to the strategy and will be reflected in an action plan for each of the six key strategic priorities for children and young people. These six priorities are:-

1. to increase the opportunities for children and young people to influence decision making affecting their lives, engage in active citizenship and have access to informed choices
2. to improve the health and well being of children and young people
3. to raise educational achievement, aspirations and motivation of children and young people
4. to increase opportunities for personal development through social, cultural and recreational services
5. to support vulnerable children and their families and improve the life chances of children in need
6. to make Lewisham a safer place for children and young people and to reduce the risk of crime

E-Government and Connected Communities

The connected communities project, produced in September 2001, identified a growing number of initiatives aimed at developing ICT skills and capacity within the local community. In the case of Lewisham most of this is led by the local council, which is a national leader in the development and use of ICT to modernise its service delivery. Lewisham has extended its commitment to 'modernise' itself with the wider aim to make Lewisham 'the most 'wired', the most 'digital', the most 'Connected Community' in the capital ³.

A subsequent Connected Communities programme maintains the broad objectives of:-

- Developing infrastructure support for development of the local e-economy
- Citizen e-skills and access
- Bridging of the 'digital divide'
- support for lifelong learning initiatives
- Other e-community building initiatives

In addition to this ongoing project, the Implementing Electronic Government statement 2002 underlines Lewisham's commitment to modernisation of local authority services, and to seamless working with other agencies. It also envisages Lewisham as having a special responsibility to support the community and local business sectors in exploitation of technology for educational and regeneration purposes as well as a responsibility to harness technology to improve the process of government and democratic engagement.

Environment and Conservation

As a Council, Lewisham is committed to improving the quality of life of the local and wider community, now and in the future. It will achieve this through implementation of its Local Agenda 21 and EMAS policies. The key objectives of the Council's Environment division in relation to the cultural strategy are:-

- To implement sustainability, and to develop and implement a biodiversity action plan within the Borough in partnership with other agencies and the public
- To enhance local nature reserves, and review and improve the nature conservation aspect of relevant strategies

³ 'Modernising Lewisham' paper by the Leader of the Council

- Ensure that current practice and forthcoming strategies maximise the opportunities to protect and enhance biodiversity and the quality of the built and natural environment
- To maximise opportunities for raising public awareness about their role in protecting and enhancing the local natural environment, ensuring that environmental and sustainability issues have a high profile in public consultation exercises
- To achieve and maintain a high profile for environmental and sustainability issues in Council communications
- To maximise opportunities for ensuring council services make a full contribution to conserving and enhancing open space, wildlife habitat, endangered species, etc.

Heritage Strategy

Lewisham's heritage provision will build on existing resources both within and outside the Borough. Partnerships have already been established with the Museum of London, the Horniman Museum, and the National Maritime Museum. It is important that Lewisham develops the capacity to respond to opportunities to further develop these partnerships in order to access potential government funding.

Lewisham has an Archives and Local Studies Centre based at Lewisham Library, providing a catalogue of the history of the Borough. Recent projects have served to demonstrate the utility of the local studies centre, for example House History Day, however the lack of a local authority museum necessitates careful consideration of how the profile of Lewisham's heritage provision can be further developed.

The vision for heritage is to establish a service that will enable people in Lewisham to explore their past, their present and their choices for the future in order to be better able to understand and influence their place in the world.

The overall aims, which reflect Government strategy for the heritage sector are:-

- Through heritage projects, to improve the quality of life for people living in the Borough
- To use heritage to support education and lifelong learning

- to promote citizenship values and respect for the huge diversity of cultures and histories experienced by its people.

Libraries

The Annual Library Plan has been developed to encompass the ethos and delivery of the objectives of the Council as a whole, and within the framework of Education and Culture.

The vision for the library and information service is:-

- To provide improved physical, sensory, intellectual, cultural and virtual access to library resources for people of all ages and abilities
- To raise the profile, status and effectiveness of the Library and Information Service within the Council and the Community through strategic advocacy and planning
- To enable User of the service to benefit from new and better learning experiences, due to the investment in, and exploitation of IT and the upskilling of staff to accredited levels in IT and related competencies
- To improve the quality and experience of service for users, through the raising of cross domain and sector specific standards, e.g. DCMS Library Standards
- To develop the skills and abilities of staff at all levels to meet the needs and demands of both the individual user and the community as a whole
- The Library and Information Service will increase its take-up of funding and other opportunities to develop an attractive profile to funders and prospective partners

Open Spaces

A new Open Spaces strategy for Lewisham is in the process of being developed for a five-year period commencing in 2003. It will be developed from national, regional and local guidance - DTLR Green Spaces Better Places report, GLA draft guidance on preparation of Open Spaces Strategies, and Lewisham UDP respectively.

This will provide an overarching review of parks and open space in the Borough, an assessment of public open space, its characteristics and designations as well as an assessment of private open space based upon information made available from private sources. Open Space in this context includes parks and gardens, play space, amenity greenspace, sports

grounds, allotments, semi-natural sites, brownfield land, cemeteries and churchyards, green corridors and civic spaces.

The principle objectives are:-

- improve open space provision in terms of quality/quantity/accessibility
- ensure open spaces meet the needs of all local people and promotes greater social inclusion
- ensure open spaces enhance the Borough to make Lewisham the best place to live, work and learn
- to develop a shared vision for the future of parks, play areas, nature reserves and other open green space
- to develop a detailed data base recording both the quality and quantity of parks and open spaces and the way they are managed and maintained
- to link the database to a GIS mapping system to display information gathered
- to identify opportunities for the creation of new open space which reduces levels of deficiency and meets local need
- to promote high quality of design and standards in parks and open spaces

Skills for Life

The Lewisham Skills for Life strategy has been launched to tackle the issues relating to the low levels of basic skills in the Borough. It aims to ensure accessible and appropriate provision of basic skills in order to create a literate and numerate community in Lewisham. This will be achieved through the development of a high quality infrastructure for provision of basic skills and adopting a collaborative approach to addressing issues and removing barriers to access and participation.

Sports and Leisure

Following the Culture and Urban Development Commission the Council established a Sports Commission. This consultation exercise - titled "Spotlight on Sport" - presented the opportunity to examine the contribution sport can make to the overall cultural agenda and how it can impact upon the social, educational, environmental and economic well-being of the area.

The issues raised during Spotlight on Sport were fed into a five-year Sports and Active Recreation Plan, the strategic objectives for which are:-

1. To enable all partners and providers of sport in the Borough in the public, private and voluntary sectors to agree a way forward which takes account of how each can contribute to the overall strategy.
2. To explore the contribution made by sports to the wider issues of education and lifelong learning, health, regeneration and crime reduction.
3. To develop a strategy that informs future development and investment, taking account of national and regional initiatives and the wider agenda.
4. To look at the Council's role in sport and how it can support clubs and organisations to reach their full potential - not only in their level of attainment but also by contributing to the development for sport within the Borough or becoming landowners and service providers.

Tourism Strategy

The Tourism Strategy has been developed with a view to expand upon the Council's corporate vision and is an attempt to promote Lewisham as an area ideally situated, not only in which to live, work and learn, but also to visit. The Tourism strategy identifies six objectives to enable Lewisham to exploit existing and emerging opportunities to develop a visitor economy, these are:

- Visitor accommodation
- Transport
- The cultural industry
- Attractions
- The evening economy
- Raising the Borough's
- Employment and training

ABBREVIATIONS

Organisations:

AoR – Art of Regeneration

CEL – Community Education Lewisham

CBEZ – Creative Business Enterprise Zone

CCL – Clear Channel Leisure

CLA – Creative Lewisham Agency

DCMS – Department for Culture, Media and Sport

DETR – Department for Environment, Transport and the Regions

DLR – Docklands Light Railway

EAZ – Education Action Zone

EiC – Excellence in Cities

GLA – Greater London Authority

LDA – London Development Agency

LEAN – Lewisham Education Arts Network

TfL – Transport for London

Strategies and Plans

ALP- Annual Library Plan

EDP – Education Development Plan

LCS – Local Cultural Strategy

LSP – Local Strategic Plan

UDP – Unitary Development Plan