

Community wealth building in Lewisham

A CLES diagnostic report



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Centre for Local Economic Strategies
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Partner
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Executive Summary

This report has been produced by the Centre for Local Economic Strategies (CLES) to inform the development of a community wealth building approach by Lewisham London Borough Council (hereafter Lewisham Council). It lays out the findings of this work along with a series of recommendations for progressing the agenda.

Methodology

To undertake this work CLES used our community wealth building ‘diagnostic’ methodology. The process involves assessing community wealth building in Lewisham across the five strategic pillars of: progressive procurement of goods and services; fair employment and labour practices; socially productive use of land and property; financing the economy; and plural ownership of the economy.

We conducted reviews of key strategic documents and interviewed officers and councillors from key service areas and portfolios to understand what has already been done, and which areas could be developed.¹ Our recommendations are intended to outline achievable, evidence-based steps which Lewisham Council can take to act on the findings of the research.

Findings and recommendations

In each section of this report we outline our key findings and then present our recommendations. In making these recommendations, we make an informed judgment seeking to reflect the ambition of the Council in this area with feasibility of action.

Amplifying, deepening, and growing community wealth building in Lewisham

Key findings:

- Lewisham Council has already developed a sophisticated agenda around community wealth building that is achieving genuine outcomes for local residents. In both the partnership work through the Lewisham Deal, and with regards to the development of the Council’s internal approach to social value, it is clear that Lewisham has a number of elements that are concomitant to developing their own bespoke blend- the ‘Lewisham Model.’
- The purpose of CLES’ work is therefore not to explain what community wealth building is, or how it can be achieved, as our work has been with the numerous localities that are starting from scratch. Lewisham Council is well on its way to forging its own community wealth building story, and we see our role as to offer insightful contributions as to how this can be further advanced. Specifically, CLES hopes to offer the Council three contributions to the development of this agenda:
 - Amplifying, i.e. creating a powerful narrative;

¹ See Appendix 1 for full list of interviewees.

- Deepening, i.e. embedding existing practice
- Growing, i.e. offering new routes to expand Lewisham's CWB mix.

Key recommendations:

- 1) Amplification- a powerful narrative for the Council' s community wealth building journey; the Lewisham Model.**
- 2) Deepening- three key areas of focus for Lewisham' s bespoke approach to community wealth building**
 - CWB as an intentional transformation in the local economy for social, economic, and environmental justice.
 - CWB as a means to build a resilient local economy.
 - CWB as a means to decarbonise Lewisham and respond to climate emergency
- 3) Growing: work with anchors to further embed community wealth building principles into the Lewisham Deal**
 - Expansion of the number of anchor institutions involved in the Lewisham Deal.
 - Expansion of Deal to focus on land and assets; and responding to climate emergency in particular.

Progressive procurement of goods and services

Key findings:

- The progressive procurement of goods and services requires the harnessing of commissioning and procurement processes to drive virtuous social, economic, and environmental outcomes. In recent years, Lewisham Council has established itself as an industry leader in this field, with both a sophisticated Social Value Policy, and the work with anchors through the Lewisham Deal.
- The procurement aspect of the Lewisham Deal should be celebrated as at the heart of Lewisham's CWB narrative. CLES found examples across all anchor institutions interviewed of the process sparking a change in how the anchors understood their role as purchasers of goods and services in the local economy, and an attribution of this culture shift to the leading role that the Council has played in the delivery of this agenda.
- In order to truly empower local SMEs to access the full scope of Council procurement, it is imperative that this Business Support offer is scaled up across all sectors of Lewisham's economy.

Key recommendations:

- 4) Deepening- Continue to develop the corporate culture and status of procurement as a key feature of community wealth building (including Social Value monitoring)**
- 5) Deepening- Impact analysis of social value work as a means of mapping the 'size of the prize.'**
- 6) Growing- Expand progressive procurement practices to anchors (including local authorities) across south east London.**

Fair employment and just labour markets

Key findings:

- Anchor institutions play a crucial role in securing access to well-paid and secure work for local residents in all economies. This is particularly the case in Lewisham, as the borough has one of the lowest job densities in London and attracts fewer large commercial employers than neighbouring areas. In this context, the Council has taken a proactive approach to maximising the role of anchors as socially virtuous employers in the region.
- Overall, it is clear that the Council has focused strongly on developing the employment prospects and skills of local residents through an exemplary programme of anchor-led work. Based on discussions with officers and elected officials, it is the CLES view that the Council needs less support on this pillar of community wealth building, hence the brevity of our recommendations in this section.

Key recommendations:

- 7) Strengthen anchor workforce analysis to understand the granular detail of anchor employment patterns**

Socially productive use of land and property:

Key findings:

- Lewisham Council is a significant landowner in the region, with numerous registered land and asset holdings, including open spaces; car parks; corporate holdings; and residential properties. Many of these assets are in locations of strategic importance in relation to the major economic development currently ongoing in Lewisham.
- Between 2015 and 2017, Lewisham Council sold 5 spaces of public land and property assets, for a combined value of £1,999,480.
- CLES' review found there is now an appetite across the Council to ensure that these assets are harnessed in a socially virtuous way to build community wealth. These are excellent examples of a considered and thoughtful approach to land and assets but to date this has not been incorporated into the Council's community wealth building strategy and thinking.

Key recommendations:

- 8) Deepening- Continue to develop a community wealth building approach to Council-held assets.**
- 9) Deepening- Make community-led housing programmes a vehicle for expanding economic democracy**

Financing the economy

Key findings:

- Like many places with high levels of poverty and deprivation, levels of personal and household debt are high in Lewisham. According to the debt charity Step Change, an estimated 21,000 individuals in Lewisham suffered from issues around personal debt (latest figures in 2017/18).

- Lewisham Plus Credit Union (LPCU) serves over 9,000 adult residents across Lewisham and Bromley, including staff and residents at Lewisham Homes and Phoenix Community Housing Association. CLES' review found that LPCU is understood by these two anchor institutions as essential to their core services, in that access to credit is a key building block of resilience for housing association members.
- There is now a genuine drive to ensure that both Lewisham Council and other anchor institutions do not simply divest from any fossil fuel investments, but that their financial resources are driven towards a just transition.

Key recommendations:

- 10) Growing- Focus credit unions on small business development, with a particular focus on young people**
- 11) Growing- Develop a community wealth building approach to the Council's pension fund, with a focus on green finance and divestment from fossil fuels.**
- 12) Harness the financial power of anchor institutions as part of the local Green New Deal.**

Plural and democratic ownership of the economy

Key findings:

- 'Plural ownership of the economy' refers to the element of community wealth building concerned with the governance, ownership, and management of the businesses and enterprises which make up the everyday economy. It is about ensuring that workers have ownership and voice, and that wealth is retained within the local economy. This means creating an economy where there are more SMEs, municipally owned companies and enterprises owned by workers, which can include co-operatives and mutually owned businesses.
- There is an opportunity for the Council to establish itself here as a 'new municipalist' local authority whereby the Council does not simply seek to provide services for local residents, but seeks to usher in a fundamental transfer in wealth and power to its local residents.
- It is CLES' view that the extent to which the Council can act to pluralise and democratise the ownership of the economy in Lewisham will be the difference between whether community wealth building can merely tinker around the edges, or instead make fundamental and lasting change.

Key recommendations:

- 13) Growing- Make plural and democratic ownership of the economy a corporate priority with dedicated oversight, with a focus on building resilience in the local economy.**
- 14) Growing- Embed the principles of democratic and plural ownership into the next incarnation of the Lewisham Deal**
- 15) Growing- Focus business support on plural ownership and resilience.**

1. Introduction

This report for Lewisham Council seeks to inform the next chapter of its journey to develop a more inclusive economy through a new approach to economic development - community wealth building. The Council has already begun to pursue a number of activities related to community wealth building, and has asked CLES to assess progress to date, assess options for further work, and tie this work together into a cohesive narrative.

About this report

This report was produced by the Centre for Local Economic Strategies (CLES) for Lewisham Council. It was commissioned in February 2019 after discussions between CLES Chief Executive Neil McInroy and Lewisham Council's Strategic Procurement and Commercial Services Manager Katharine Nidd, as well as discussions with senior Cabinet members and the Mayor of Lewisham, Damian Egan.

The project was described in Lewisham Council's Scope of Services as:

"The scope of this project will be to review the current strategies, policies and practices to assess the likely impact of these in driving forward the social value agenda as envisaged by the Council.

*It is intended that the outcome of this review will identify further areas of potential or 'stretch' which the Council can then focus resource and energy to further increase outputs in these areas for increased impact."*²

Community wealth building is already well underway in Lewisham, with the Council having recently introduced the 'Lewisham Deal', a landmark agreement between six anchor institutions in the borough to collaborate on a range of initiatives. This work is now deeply embedded in the Council's work, reflecting buy-in to this agenda at the highest political and officer levers within the organisation. To inform the further development of this approach CLES has conducted a diagnostic study of the Council's progress and plans for action across the five pillars of community wealth building. This report sets out the findings of this work along with a series of recommendations which articulate what needs to happen next to further realise the potential of a community wealth building approach to drive economic transformation in the borough.

The report is split into the following sections:

- Section 1 places the report within the local strategic and wider UK contexts and gives an overview of the methodology employed;
- Sections 2 sets out the overarching community wealth building frame for Lewisham and what needs to happen for it to be amplified;

² Scope of Services for CLES support for Lewisham's Social Value and Community Wealth Building Ambitions (Feb 2019)

- In sections 3-7, organised by the five elements of community wealth building, we outline the key issues in each field, our review of Lewisham's existing strategies, and emerging recommendations in each area.

Why this work is important

It is now increasingly obvious that our current economic growth model is failing many places and communities. Last year, OECD data showed that the UK is the only developed economy in which wages fell while the economy was actually growing, albeit meagrely.³ The UK is an economy where one in eight workers live in poverty,⁴ and where 1.3 million people (including children) rely on food banks.⁵

Fuelling this inequality is the fact that the fruits of growth all too often land in the pockets of the already wealthy few, rather than increasing incomes for the majority. This is the process of 'wealth extraction', whereby new wealth created disproportionately goes to those who started with wealth in the first place.⁶ For many places the problem is not just a lack of wealth but where the wealth that does exist goes, who owns it and who benefits from it. At a local level, the prevailing model of economic development has failed to engage with these questions of wealth distribution, focusing instead on generating contributions to GDP.

Lewisham as a borough is framed by both economic success, diversity, and a resilient local population, but also serious long-term deprivation. The Lewisham Poverty Commission set the frame for analysing the socio-economic situation of the borough, for example noting that:

In the Trust for London's 2017 London Poverty Profile, Lewisham ranked among the bottom 25% of all 32 London boroughs for the average across all indicators. The Trust noted that Lewisham is in the worst four boroughs for numbers of out-of-work benefit claimants, the average size of income loss from Council tax support and proportion of 19 year olds lacking level 3 qualifications. The borough was worst amongst London Boroughs for pupils receiving A-C grades in English and maths.⁷*

According to the 2019 Indices of Multiple Deprivation, Lewisham is the 63rd most deprived local authority in England, out of a total of 317.⁸ This represents an improvement on the borough's score in the 2015 Index of Multiple Deprivation (IMD), where the borough ranked 48th out of 326 local authorities, which in turn was an improvement from 2011 when it was ranked 31st. Therefore, whilst Lewisham remains well within the most deprived quartile of local authorities, it is arguably trending in the right direction when compared to the rest of England.

The visualisation below also suggests that the spread of deprivation is uneven across the borough, with deprivation being clustered in pockets such as Deptford and Bellingham, whilst areas such as Brockley and Blackheath are far more affluent. There are concentrations of deprivation in the far north and the far south of the borough.

³ <https://www.ft.com/content/83e7e87e-fe64-11e6-96f8-3700c5664d30>

⁴ <https://www.jrf.org.uk/press/uk-poverty-2017-country-reaches-turning-point>

⁵ <https://www.independent.co.uk/news/uk/home-news/food-banks-uk-how-many-people-adults-poverty-a8386811.html>

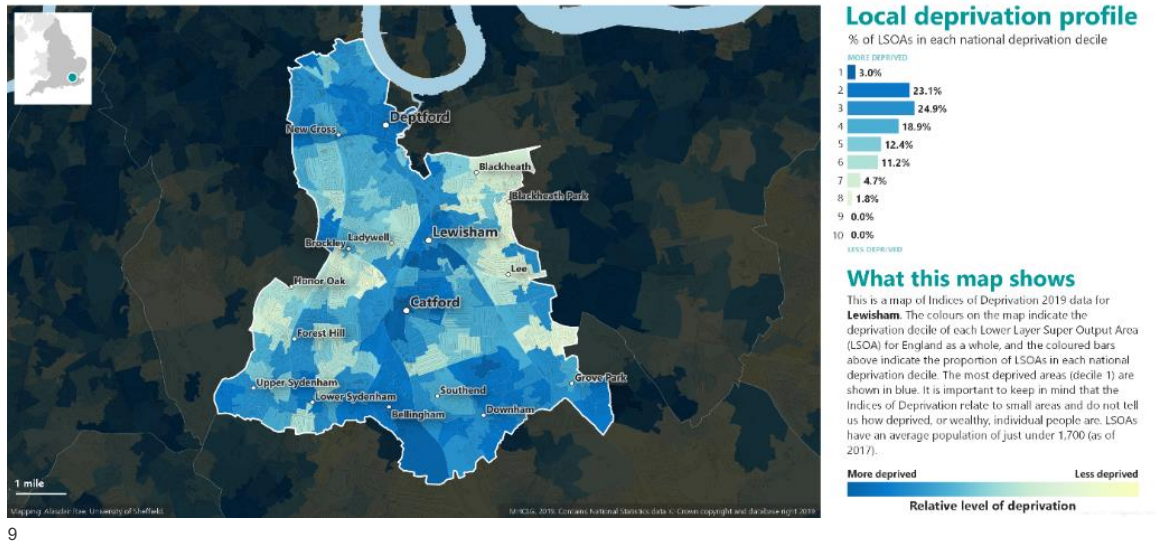
⁶ https://cles.org.uk/wp-content/uploads/2018/11/McInroy-2018-The_Political_Quarterly-1-1-1.pdf

⁷ Lewisham Poverty Commission, pg. 9

⁸ 2019 indices of Multiple Deprivation, available at: <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019> (Accessed September 2019)

English Indices of Deprivation 2019

LEWISHAM



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From inclusive growth to an inclusive economy

Recently, 'inclusive growth' has been the dominant paradigm through which policymakers have understood how to develop local economies. Inclusive growth refers to the idea that local authorities and the state should act to make sure that the proceeds of growth are redistributed to everyone in a place, so that wealth 'trickles down' from big infrastructure and investment projects.

CLES believes that 'inclusive growth' is now a weak form of economic development, and instead we need to develop an inclusive economy for all. An inclusive economy is an economy which is intrinsically married to social goals, social justice, environmental sustainability and prosperity for all. This is not inclusion after the fact of growth. Instead inclusive economy seeks to develop inclusion with or without growth, addressing the fundamental social flaws of market liberalism. Inclusive economy is not merely about the poor social effects of economic growth outcomes, it is about addressing the causes which are created by the socially damaging approach to growth.

This agenda is aligned to a belief in heterodox economics and new forms of economic democracy and urban development such as new municipalism¹⁰.

What is community wealth building?

As a fundamental driver of an inclusive economy, community wealth building aims to reorganise the local economy so that wealth is not extracted but broadly held and generative, with local roots, so that income is recirculated, communities are put first, and people are provided with opportunity, dignity and well-being. Through community wealth building we are seeing a democratic, social and economic movement, which seeks to provide resilience where there is risk, and local economic security where there is precarity.

⁹ Lewisham Deprivation in Indices of Multiple Deprivation 2019. Prepared by Alasdair Rae at the University of Sheffield, in collaboration with the Ministry of Housing, Communities and Local Government. Available at <https://drive.google.com/drive/folders/1h37V9N2oFapieHZV1u5m8Wlr6KyP3CVd>

¹⁰ <https://cles.org.uk/blog/local-government-the-commons-the-time-has-come/>

Community wealth building has a particular focus on the activities of anchor institutions. Anchor institutions are large established organisations, rooted in local communities, which can improve local economic and social wellbeing through the use of their spend, employment practices, and management of land and assets.

At the heart of the community wealth building approach, then, are five strategies for harnessing existing resources to enable local economies to grow and develop from within.



- **Progressive procurement of goods and services** - Progressive procurement is a means through which greater economic, social and environmental benefits can be achieved for local places and people. CLES have pioneered and been at the forefront of work around progressive procurement in the UK, helping to develop a dense local supply chain of local enterprises, SMEs, employee owned businesses, social enterprises, co-operatives and other forms of community ownership. Increased local spend creates jobs, contributing to a multiplier effect which in turn creates additional jobs via increased demand for local goods and services.
- **Fair employment and just labour markets** – Often the biggest employers in a place, the approach anchors take to employment can have a defining effect on the employment prospects, incomes of local people and local communities. Commitment by anchors to pay the living wage, have inclusive employment practices, recruit from lower income areas, build progression routes for workers and comprehensive union recognition are some of the examples where actions by anchors can take to stimulate the local economy and bring social improvements to local communities.
- **Making financial power work for local places** - Community wealth building seeks to increase flows of investment within local economies by harnessing the wealth that exists locally, rather than by seeking to merely attract national or international capital. For example, local authority pension funds can be encouraged to redirect investment from global markets to local schemes. Mutually owned banks are supported to grow, and regional banking charged with enabling local economic development is established. All of these are ideally placed to channel investment to local communities while still delivering a steady financial return for investors.
- **Socially productive use of land and assets** – Anchors are often major land, property and asset holders. These represent an asset base from which local wealth can be accrued. In community wealth building the function and ownership of these assets is deepened to ensure any financial

gain from these assets is harnessed by citizens. Furthermore, there is a desire to develop local economic uses, and extend local social/community use of those assets. Indeed, much public sector land and facilities are the commons, and should be used to develop greater citizen ownership of the built, open space and natural environment.

- **Plural ownership of the economy** - Community wealth building seeks to develop a more diverse blend of ownership models: returning more economic power to local people and institutions. In this, community wealth building asserts that small enterprises, community organisations, co-operatives and forms of municipal ownership are more economically generative within the local economy, than large companies or public limited companies.

Over the last 12 years CLES has worked with dozens of local authorities across the UK to develop and shape community wealth building approaches, with each locality blending these principles in distinct ways tailored to their unique context. Figure 1 below identifies those areas which have adopted a community wealth building approach, demonstrating the diversity of places where these ideas are being applied.



Figure 1- Map of community wealth building localities in the UK

New municipalism

Community wealth building is a new type of economic development, and in order to achieve it, it will be necessary to develop a new type of politics CLES believes that local authorities must now embrace **'new municipalism'**; a new approach to harnessing local power for citizens and places.

New municipalism hints back to UK Victorian municipalism or municipal socialism. However, it is a global movement and has potential to be even more transformative, going beyond the local state, with a deeper consideration of power, with reformed institutions. There are three key components to this:

1. **Citizen power-** whereby the local state as an institution empowers, coordinates and upscales social innovation from community organisation and social enterprises.
2. **Municipal power-** new municipalism is not a process of hollowing out the local state and outsourcing, rather it is a retained appreciation that the state should ensure that fundamental goods and services (i.e. care and energy) are insourced, fairly priced and accessible to all citizens.
3. **Democratising the economy-** municipalist economic policy breaks with the orthodoxy of corporate-led investments and wealth extraction. Instead, it focuses on creating a generative economy, i.e. new institution forms such as co-operatives and municipal enterprises that lock in wealth, fairer wages, higher worker control and more environmental and social responsibility.

Methodology: community wealth building diagnostic

In undertaking this diagnostic, CLES undertook a desk review of key strategic documents and a series of semi-structured interviews with senior officers and councillors. These activities enabled us to assess the extent to which current and emerging policy and practice of the Council are reflective of an inclusive local economic approach and analyse capacity to further develop this. We used the findings from this process, alongside the desk work, and wider experiences and knowledge gained in other areas undertaking community wealth building, to make recommendations as listed in the following sections. A full list of interviewees is set out in Appendix 1.

2. Amplifying, deepening, and growing community wealth building in Lewisham

Lewisham Council has already developed a sophisticated agenda around community wealth building that is achieving genuine outcomes for local residents. In both the partnership work through the Lewisham Deal, and with regards to the development of the Council's internal approach to social value, it is clear that Lewisham has a number of elements that are concomitant to developing their own bespoke blend- the 'Lewisham Model.'

The purpose of CLES' work is therefore not to explain what community wealth building is, or how it can be achieved, as our work has been with the numerous localities that are starting from scratch. Lewisham Council is well on its way to forging its own community wealth building story, and we see our role as to offer insightful contributions as to how this can be further advanced. Specifically, CLES hopes to offer the Council three contributions to the development of this agenda:

- **Amplifying.** The Council's workstream has developed organically, through a number of contributions from a range of stakeholders. There is now a need to bring these strands together into a powerful and cohesive narrative; i.e. the 'Lewisham Model.' CLES believes that it is now essential that the Council produces a narrative of what community wealth building means in Lewisham in order to strengthen this message to residents, internal stakeholders, and external stakeholders.

The recommendations presented in Section 2 of this report are particularly concerned with the amplification of CWB in Lewisham.

- **Deepening.** In aspects of community wealth building where the Council has already made significant progress, CLES seeks to provide the technical expertise and fresh thinking that could be helpful in deepening existing work so that it achieves even better outcomes. Such is the case for both the procurement pillar and the fair employment pillar of community wealth building, wherein it is clear that the Council has already put in a lot of work and is now seeing real results.

The recommendations presented in Sections 3 and 4 of this report are particularly concerned with the deepening of CWB in Lewisham.

- **Growing.** The success of the Lewisham Deal is no small achievement, and reflects the hard work of elected politicians and officers inside the Council who have delivered outcomes in a challenging wider policy and

resource contexts It is important to acknowledge this before moving on to new work, as consolidation of existing practice is key. Yet, with this caveat in mind, CLES has also presented in this report a number of new areas for the growth of community wealth building in Lewisham. The aspiration here is to build on existing practice and grow the Council's voracious attempts to reorganise the local economy for social, economic, and environmental justice. These mostly pertain to the three pillars of CWB that have not been covered by the Lewisham Deal, which are; fair finance; socially productive use of land and assets; and plural ownership of the economy.

The recommendations presented in Sections 4-7 of this report are particularly concerned with the growing of CWB in Lewisham.

Context- the Lewisham Deal

Lewisham's community wealth building journey began in 2017 with the publication of the Lewisham Poverty Commission, which brought together local civic, political, business and community leaders to reflect on the state and future of Lewisham's economy. The Commission was significant for the advancement of community wealth building in the borough for two reasons; firstly, because the existence of the Commission was itself reflective of a broad sense amongst local people that the economy was not working for them, and secondly because the Commission's final report made explicit reference to the need for anchor institutions to play a more active and interventionist role in the local economy.

The first practical iteration of this work has been the Lewisham Deal, an agreement signed by Damien Egan, Mayor of Lewisham, and leaders from Lewisham's major anchor institutions - Lewisham Homes, Phoenix Community Housing, Goldsmiths, University of London, Lewisham and Greenwich NHS Trust, and Lewisham College. Together these organisations employ thousands of people and spend hundreds of millions of pounds through procurement.

The Council has made clear that the terms of the deal are *"based on the community wealth building approach"*, and that *"the Lewisham Deal will mean seeking to boost investment in local small and medium sized enterprises and helping provide high-quality training and employment opportunities for local residents. The commitments in the Lewisham Deal cover procurement, apprenticeships, information and guidance, and the London Living Wage."*¹¹

In the first two years of the Deal, the focus has been on four key areas of anchor activity: apprenticeships; procurement; London Living Wage; and information and guidance. A good example of how the work has brought anchors together has been on the issue of Apprenticeship Levy underspend. Lewisham Council is using its unspent levy funds to increase the number of people participating in local apprenticeships by funnelling the levy through to local anchor institutions, and then into local businesses. This coordinated approach to the levy, in which anchors are encouraged to share resources and even coproduce programmes for local residents, is illustrative of the convening role the Council has played in developing the Lewisham Deal.

¹¹ <https://lewisham.gov.uk/articles/news/mayor-and-local-partners-sign-the-lewisham-deal-in-ground-breaking-effort-to-tackle-poverty><https://lewisham.gov.uk/articles/news/mayor-and-local-partners-sign-the-lewisham-deal-in-ground-breaking-effort-to-tackle-poverty>

The Lewisham Model

These ideas were formally taken forward within the Council in a paper presented to Cabinet in November 2018 by Cllr Amanda De Ryk and Katharine Nidd entitled 'Income Generation and Community Wealth Building- the Lewisham Model.'¹² The paper set out the Council's aspirations to adopt a community wealth building frame to advancing outcomes for local residents, drawing on ideas from CLES and examples from localities such as Preston, Manchester, and Plymouth.

Significantly, the paper made a number of insights about how community wealth building could be adopted in Lewisham, namely that: *'Local (community) wealth building is not achieved over night but rather through cohesive strategy robustly embedded and sustained over an extended period'*. This is important because community wealth building does not represent a discrete 'project' for the Council to embark upon, but rather refers to a comprehensive suite of activities which, when taken in sum, auger in a fundamental shift in how the Council and other anchor institutions steward the local economy.

The paper is also significant in that it suggests the working title of the **Lewisham Model** for the adoption of this work. Whilst CLES has no preference on the specificities of the title, we endorse the notion that it is necessary to bring this work together into a powerful and cohesive narrative. The recommendations outlined in this section are intended to serve as a benchmark for the development of this narrative.

Recommendations for further action

Lewisham Council already has a clear sense both of what its community wealth building work is seeking to achieve, and how partnership working with anchor institutions can offer a practical route to doing so. Unlike the following sections of the report, in which recommendations are aimed at practical schemes of work for each pillar of community wealth building, the recommendations presented below are intended to serve the high-level narrative and strategic vision for the development of this agenda in Lewisham.

1) Amplification- a powerful narrative for the Council's community wealth building journey; the Lewisham Model.

To realise further its potential to act as a powerful force for realising economic and social justice in the district, we believe that Lewisham Council needs to develop a bespoke narrative for its approach to community wealth building.

In order to achieve this, CLES recommends the following:

- The Council adopts Cllr De Ryk and Katharine Nidd's paper into a formal policy document- a **Community Wealth Building Policy**. This document should set the strategic overview for the Council's corporate commitment to community wealth building. This is essential because it will enshrine the principles of community wealth building in the totality of Council activity, as opposed to merely being one 'scheme of work' that only select individuals within the Council are undertaking.

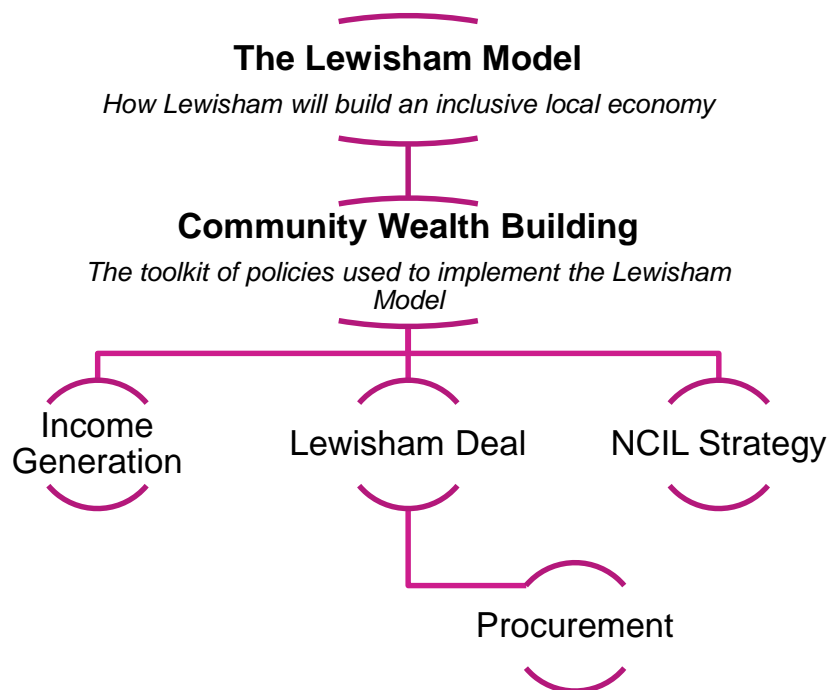
¹² Income Generation and Community Wealth Building- the Lewisham Model. Cllr Amanda De Ryk and Katherine Nidd (2018)

- The Council should engage in the wider community wealth building community in the United Kingdom, for example CLES' CWB Centre of Excellence, and UK Labour's Community Wealth Building Unit.
- Developing a powerful narrative around community wealth building is also essential to ensuring that there is internal buy-in within the Council. In order to achieve this, the Council should ensure that it:
 - Invests resource and capacity into CWB activities, The Council has already made formal commitments since 2018, for example by ensuring adequate resource for the procurement team.
 - Establishes a clear CWB delivery structure, which needs to be reviewed by the new SLT to ensure corporate visibility and buy-in from relevant service areas. This will involve empowering staff who understand the CWB agenda
 - Trains Council staff across all departments on how they can embed CWB principles into their work.

Creating the right narrative- the Lewisham Model

Community Wealth Building has significant overlap with a number of other strategic policy initiatives within Lewisham Council, particularly Income Generation; NCIL Strategy; and the Lewisham Deal. In conversations with officers and Councillors, CLES found that there is a desire to knit these strands together into a more cohesive narrative, in which CWB is recognised as the *means* to achieve corporate priorities, rather than a new ambition in and of itself.

We understand CWB in Lewisham to be a means to developing what has been termed the 'Lewisham Model', which we define in alignment with the 'building an inclusive local economy' priority of the Corporate Strategy. 2018-2022. In the Figure below, we suggest how the Council could visualise this relationship in internal and external communications.



2) Deepening- four key areas of focus for Lewisham’s bespoke approach to community wealth building

CLES believes that there are four fundamental ways in which community wealth building should be understood in Lewisham. These high-level statements of intent should form the basis of the Council’s CWB Policy, which in turn should bleed through both the narrative and the all work undertaken in the future.

- o **CWB as an intentional, anchor-led transformation in the local economy for social, economic, and environmental justice.**

The Council already recognises that it needs to take a more active and interventionist role in the local economy if it wishes to advance the causes of social, economic, and environmental justice. This recognition comes partially in response to a long-standing perception that the Council has perhaps been too passive when it comes to managing the local economy, merely seeking to redistribute the flow of growth around the area, rather than intentionally shaping this growth and ensuring that it is good for all local people. In order to achieve this, the animating principle of Lewisham’s community wealth building must be the intentional transformation of the local economy. Every resource available to the Council-, must be mobilised towards achieving these ends.

- o **CWB as a means to build a resilient local economy**

CWB in Lewisham should be understood as part of the Council’s longstanding scheme of work to build resilience and sustainability into the local economy. Put simply, a resilient local economy is one that is not reliant on cycles of investment (or disinvestment) from central government, regional government, or the third sector. By focusing on the wealth already

within Lewisham, CWB seeks to insulate the Council and local residents from vulnerability to external factors in the future such as austerity, or recession.

- o **CWB as a means to decarbonise Lewisham and respond to climate emergency**

Lewisham Council was the first London borough to declare a climate emergency, and has already taken a number of steps to action this. For example, the Council is exploring tasking an Executive Director with responsibility for reducing the carbon emissions of services. Adopting the principles of community wealth building is a good start, as they can act as a powerful tool in moving away from fossil capitalism towards a low/zero carbon model of economic development.¹³ Shorter supply chains, an emphasis on generating environmental as well as social and economic benefit from the assets of local anchor institutions and an emphasis on supporting the growth of more democratically owned and locally generative green businesses are all practical steps to achieving this.

In CLES' view, community wealth building should serve as a precursor to more fundamental action in this field. Across Europe and the United States, policymakers are increasingly calling for a Green New Deal to tackle the crisis; a major programme of macro-strategic initiatives to deliver a just transition and decarbonise the economy by 2030. Whilst this idea has gained a lot of attention, there has been little focus on what this would mean at the local level. This presents Lewisham with a unique opportunity; with community wealth building as a 'first step', there is scope here for Lewisham to be an innovator in this space. CLES is currently developing a policy framework for a local Green New Deal based on the principles of community wealth building and will invite a participant from Lewisham Council to the UK's first roundtable on the local Green New Deal.

3) Growing- work with anchors to further embed community wealth building principles into the Lewisham Deal

The Lewisham Deal has so far focused on two out of the five pillars of community wealth building, in that it has extensive practice with regards to procurement, and fair employment, but much less work has been done on fair finance, land and assets, or plural and democratic ownership of the economy. That the Deal has been methodical and (in the words of an interviewee) "*learnt to walk before we run*" should be celebrated as a sign of level-headedness and strategic thinking. Clearly, the Deal is now achieving genuine outcomes for local residents in the fields of procurement and fair employment.

These successes should now form the basis for a gradual and considered expansion of the terms of the Lewisham Deal. CLES believes that the Deal could now be expanded in a number of directions, each of which are commensurate with the principles of community wealth building:

- o **Expansion of the number of anchor institutions involved in the Lewisham Deal.**

This could include collaboration with other local authorities in south east London; inviting Lewisham-based businesses to sign onto the programme; and even to finding a role for anchors across London (who might not be based in Lewisham) to play some form of contributing role. We elaborate on this recommendation in Section 3 of this report.

¹³ <https://www.common-wealth.co.uk/cwb-for-justice.html>

- Expansion of Deal with regards to all five pillars of community wealth building

In discussions with representatives from anchor institutions, CLES raised the possibility of expanding the scope of anchor-related activities beyond the existing focus on procurement, employment, and business support.

We found that anchors and the Council are receptive to the idea of exploring new themes, but that this must be balanced with a respect for the effort and resources that have been required to reach this stage. To overload the Deal partners with new work *before* consolidating the gains currently being made would be detrimental to the overall effort, so there is a need to proceed at an appropriate pace here.

That being said, we believe that there is scope for the anchors to explore new collaboration in two key areas. These are:

1. Harnessing a CWB approach to anchor-held land and assets:
2. Anchor collaboration to tackle climate emergency.

Anchors showed more interest in working collaboratively on these two areas than they did on either the financing the economy strand; or that of plural ownership. Anchors could still play a significant role in these pillars, and CLES recommends that the Council explores each of these areas with the Deal Steering Group.

3. Progressive procurement of goods and services

The progressive procurement of goods and services requires the harnessing of commissioning and procurement processes to drive virtuous social, economic, and environmental outcomes. In recent years, Lewisham Council has established itself as an industry leader in this field, with both a sophisticated Social Value Policy, and the work with anchors through the Lewisham Deal. In this section we review progress to date and suggest areas for further improvement.

What Lewisham Council is already doing

Given that Lewisham's economy is dominated by a large number of small businesses and large public sector employers, it is evident that public sector procurement can play a significant factor in developing the local economy. In recent years, the Council has come to recognise the power of procurement, and begun a number of innovations in this space. In 2017 the Lewisham Poverty Commission recommended that local anchors developed a *'shared commitment to generating social value through procurement, for example by negotiating for the provision of apprenticeships and job opportunities for local residents.'*¹⁴

Council procurement

The Council formally adopted a new Social Value policy in February 2019, which set out the legal and strategic and policy context for driving social value through the Council's commissioning and procurement activities. The policy builds on the Council's previous aspirations to maximise social value by introducing a mandatory weighting for all procurements of 5%-10% for social value considerations in all contracts in excess of £50k, with the exact weighting to be identified on a case by case basis by the procurement team.

The policy offers a series of Key Performance Indicators (KPIs) for identifying social value in Lewisham, which presented as a comprehensive 'menu' of options for which can be applied to each contract. These range from standard KPIs (e.g. London Living Wage), to sector-specific requirements. The KPIs are based around four themes; Employment, Skills and Economy; Creating a Greener Lewisham; Healthier Lewisham; and Training Lewisham's Future.

It is also now the case that where relevant every contract worth under £50,000 will need to invite at least one Lewisham-based business, as mandated by the terms of Lewisham's procurement policies.

Lewisham Deal

A focus on maximising the social value returns from anchor procurement is one of four key strands of the Lewisham Deal. A Procurement Sub-group was established to bring together buyers and commissioners within each of the anchor institutions, based around

¹⁴ Lewisham Poverty Commission

implementing three key priorities, which are; making contract opportunities more accessible to SMEs; organising a minimum of one Lewisham Meet the Buyer event a year for our SMEs; and publishing an annual social value report.¹⁵

Significant progress has been made across all three agenda points in the last calendar year. On the supply side, the Council organised a Meet the Buyer event for over 120 local businesses in June 2018 and November 2019, in which the six anchors all outlined to local SMEs how these businesses could gain access to procurement contracts.

Work has also been undertaken with anchors through the Lewisham Deal on the demand side of procurement, namely how organisations package and advertise contracts. Interviewees from a number of anchor institutions noted that their procurement contracts tended to be 'bundled' up into contracts so large that SMEs had less chance of winning them, due to economies of scale available to larger providers. Here, Lewisham Council drew on the lessons of progressive procurement from other local authorities within the wider community wealth building movement; for example, Manchester City Council committed to break up big contracts into a number of smaller ones, with the intention being that SMEs would be more likely to access them.

The procurement sub-group have also begun to collaborate to produce a database of local businesses, in order to track the depth of local markets, and also to spot opportunities for joint procurements between anchor institutions. One interviewee noted that this part of the process has been essential because it has *"enabled conversations to happen that wouldn't have happened had we not actually met"*, for example assessment of the recurring overlap between procurements needed by Phoenix Community Housing and Lewisham Homes.

The Council has also committed to producing an annual social value report, which will include a spend analysis and the resultant social value produced by all six anchors on the Deal.

Discussion- how to deepen this work

Council procurement

It is evident that Lewisham Council has made a firm corporate commitment to unlocking the power of procurement, and that the Social Value policy offers a meaningful policy framework through which to achieve this. Interviewees noted to CLES that the success of the Social Value policy has come from the fact that, whilst the introduction of a mandatory weighting for social value has focused minds and forced commissioners across the Council to take action, the system of offering a wide menu of KPIs means that the introduction of social value into specific sectors has been 'organic', and conducted on a 'case by case basis.'

In terms of areas for improvement, a number of interviewees noted the need to develop more robust mechanisms with regards to monitoring and reporting. There are two issues here. Firstly, there seem to be issues around officers knowing the timeline for the full range of contracts that are coming up for procurement tenders across all departments. One officer noted that they often only see when a procurement decision is going through *"when I walk past the photocopier and see the Mayor and Cabinet meeting agenda paper"*. Whilst this one anecdote might not be illustrative of wider opinion within the Council, it does suggest that the Social Value policy needs to be backed up by a more open and transparent procurement process. This applies to all Council procurements below the value of £200k, because these only come through to

¹⁵ The Lewisham Deal

the central Procurement team at the end of the process, meaning in some cases that social value considerations need to be retrofitted in at the end.

The second issue is around the monitoring and enforcement of social value requirements once contracts have been awarded. This is especially the case in smaller contracts, where monitoring is often done by officers within the Council who (through no fault of their own) need to prioritise the frontline delivery of a service over capturing the impact of the social value applied in that contract. Officers noted that a potential solution here is to introduce a central database for the measurement of social value, as will be necessary for the production of an annual social value report. Moreover, there have been discussions around reshaping the role of the Social Value Officer so that they become a 'single point of capture' for not only the bidding and tendering process, but throughout the procurement cycle.

Both considerations can be partially attributed to issues of resource and capacity, with interviewees noting resource for corporate procurement has shrunk in recent years, and this makes the challenge of accurately ensuring that social value is being applied in every contract even more difficult. However, with resource for growth of the procurement team now agreed for the year 2020, the focus can shift towards how this capacity can be put to best use. In particular, there is a need to focus on development a central contract management framework, as a means to assist the delivery of the new procurement agenda.

Lewisham Deal

The procurement aspect of the Lewisham Deal should be celebrated as at the heart of Lewisham's CWB narrative. CLES found examples across all anchor institutions interviewed of the process sparking a change in how the anchors understood their role as purchasers of goods and services in the local economy, and an attribution of this culture shift to the leading role that the Council has played in the delivery of this agenda. Taken together, it is clear that there has been a real shift on the demand side of the procurement equation in Lewisham, with a number of public sector institutions now actively pursuing social value in their procurements.

As has already been noted by members of the Procurement sub-group, the challenge now is to deepen and extend this work to the supply side. Activities thus far have sought to inform and engage the local SME base, so that local businesses have the necessary knowledge and skills to bid for and win contracts with the anchor institutions. It is vital that this work continues, for example through marrying this work with the Council's Business Support offer. A good example here has been the Lewisham Construction Hub, which has helped a number of small construction firms with accessing Council procurement opportunities. In order to truly empower local SMEs to access the full scope of Council procurement, it is imperative that this Business Support offer- as well as the Council's longstanding innovation with the VCSE sector- is scaled up across all sectors of Lewisham's economy.

Recommendations for further action

Lewisham Council's procurement team has made a strong start to a journey of progressive procurement. In order to improve on the good work that the department has already undertaken, CLES suggests the following:

- 4) Deepening- Continue to develop the corporate culture and status of procurement as a key feature of community wealth building (including Social Value monitoring)**

The Social Value Policy is an excellent marker for both where procurement is now within the Council, and for identifying the potential role of procurement in achieving wider corporate priorities. In order for departments to treat procurement with the status that it requires, an awareness-raising campaign should be developed to try and explain how procurement is a key lever of community wealth building – that it is a strategic place-based economic development function just as much as a regulatory function. Doing so should enable a cultural shift on ‘why we are doing this’ and maximise the ability for the function to build community wealth.

This can be realised in a number of ways:

- a) Training and development for commissioning staff outside the remit of the Procurement team, with a particular focus on adopting social value earlier in the commissioning/procurement process. It is particularly important here to develop clarity on social value priorities and the weighting of these priorities.
- b) Extending the scale of the annual Meet the Buyer event so that large commercial sector businesses in Lewisham attend. These organisations buy goods and services in their own right and, whilst ensuring social value considerations are held to in the private sector comes with significant challenges, doing this would raise the profile of the event in a meaningful way.
- c) One of the ways that this agenda should be realised is through developing links with procurement, thereby creating opportunities for organisations with plural forms of ownership to win Council contracts. In order to achieve this, there should be clear communication between Procurement and those managing the plural and democratic ownership workstream, in order to match up potential opportunities.

As an exploratory step, the procurement team could undertake gap analysis to develop potential areas where co-operatives, mutuals, and social enterprises might be more likely to win contracts. The intention here would be to identify contracts which are coming to an end in the short and medium terms, and work with appropriate SMEs, co-operatives, and other plural organisations to help them bid for future work. This could involve accelerating the process of breaking up contracts into smaller ‘chunks’, although it should be noted that this work would of course be at the discretion of procurement and commissioning externalities, such as value for money, viability, and quality.

Key to this approach will be a close working relationship and alignment of plans between the Procurement and other areas of corporate priority, such as economic development, business support, and working with VCS initiatives and partners. Fostering this relationship will enable a cultural shift on ‘why we are doing this’ and maximise the ability for both functions to build community wealth.

5) Deepening- Impact analysis of social value work as a means of mapping the ‘size of the prize.’

As the Council moves to implement a social value weighting in the commissioning and procurement process, there is a need ensure that impact analysis is carried out in every contract. This is not only because it is essential to ensure that suppliers are actually providing the social value promised in the tender process (i.e. ongoing monitoring and evaluation), but also to ensure that the procurement team can advocate for social value as a tangible means to achieving wider corporate priorities.

CLES can advise the Council on how to undertake an impact analysis of this type. For example, CLES produces an annual Social Value report for Manchester City Council, mapping the jobs, apprenticeships, and wider economic impact of the Council's top 300 supplier spend.

One analytical tool to achieve better clarity around social value could be through developing a supplier of supplier analysis. By looking at where and how each supplier re-spends, (for example in the form of a Questionnaire), the Council can gain a better understanding of the impact a business has on the local economy through re-spend and wider circulation. CLES has developed a methodology for supplier of supplier analysis and would be willing to share this with the procurement team.

6) Expand progressive procurement practices to anchors (including local authorities) across south east London.

The success of the procurement aspect of the Lewisham Deal is a proof-of-concept that anchor institutions can create real benefits for local businesses when they collaborate and focus on driving social value in their supply chains. In particular, the work reflects Lewisham Council's unique role as a leader amongst local anchor institutions; by convening the group and providing the political impetus for this work, the Council has led as a 'first amongst equals' and has inculcated a culture of collaboration and coproduction. That other institutions are now actively volunteering to join this network reflects a genuine appetite to get involved in this work under Lewisham Council's leadership.

CLES believes that the Council should now build on this momentum and continue to expand the network of anchor institutions, notably to neighbouring London local authorities; Southwark, Greenwich, and Bromley. Interviewees noted that the Council has developed collaboration relationships with these local authorities in the past, thus creating a solid basis for future collaboration.

This is particularly important given the economic geography of South London; it is more than likely that sectors and industries under-developed in Lewisham will have greater depth in neighbouring boroughs, thus deepening the likelihood of finding socially virtuous suppliers and creating deeper supply chains. As noted by an interviewee, this is key because maximising social value does not mean forcing anchors to buy goods and services within an arbitrary geographical area "for the sake of it", but instead is about achieving maximum social outcomes through purchasing.

There is also scope to extend this work to local health institutions. Whilst Lewisham and Greenwich NHS Trust has signed up to Lewisham Deal, it is evident that more work is needed to be done in order to deliver social value through health. At NHS Salford CCG, for example, they have signed up to the '10% Better' social value campaign¹⁶. Consequently, even though the market for some of their services includes only providers (typically the local NHS provider trust), the CCG still hold them to account with respect to delivering social value as part of the contract.

The Council should make representations to the relevant organisations discussed here as a means of gauging interest in this work. In terms of organisational capacity and resource, CLES and the Council can work together to secure external sources of funding such as research grants, as this project has a potentially interesting research angle in that it seeks to extend the procurement aspect of community wealth building into a sub-regional dimension.

¹⁶ <https://www.salfordsocialvalue.org.uk/10-better-campaign/>

4. Fair employment and just labour markets

Anchor institutions play a crucial role in securing access to well-paid and secure work for local residents in all economies. This is particularly the case in Lewisham, as the borough has one of the lowest job densities in London and attracts fewer large commercial employers than neighbouring areas. In this context, the Council has taken a proactive approach to maximising the role of anchors as socially virtuous employers in the region.

Context

This strand of community wealth building has already been well developed in Lewisham, with an exploration of the role of anchor institutions as employers forming the basis for part of the original Lewisham Poverty Commission.¹⁷ The commission noted that anchor institutions employed a large amount of local workers, noting that the Council employed 2,038 full time staff in 2016, Goldsmiths 1,156, Lewisham and Greenwich NHS Trust 6,065, and numbers in triple figures for the three other major anchors.

The recommendations of the Commission around how the anchor institutions should work together on their employment and workforce project formed the basis for what would become the Lewisham Deal, including landmark commitments to:

- A coordinated approach to apprenticeships to promote opportunities for residents, including maximising the local spend of the apprenticeship levy for upskilling and in-work progression, building on the strength of the Council's existing apprenticeship programme.
- A shared commitment to London Living Wage accreditation and promotion, flexible working and opportunities for job progression for employees.
- A shared commitment to support good mental health in work by committing to the 'Time to Change' Employer Pledge, by developing an action plan that normalises conversations about mental health in the workplace and ensures that employees who are facing these problems feel supported.

This area has seen significant progress in the last two years, with the main areas of progress being in supporting the development of apprentices by transferring levy funds, and also promoting the London Living Wage accreditation scheme in the borough. CLES' review found that both of these initiatives have achieved real success with anchor institutions, in that this work has focused minds within the anchors about not only who they employ, but about the wider social benefit and context to the employment of local people. There is clarity within the Council about how best to continue advancing this agenda, and it forms the strongest existing plank of Lewisham's community wealth building work.

¹⁷ Lewisham Poverty Commission, pgs. 15- 17

Overall, it is clear that the Council has focused strongly on developing the employment prospects and skills of local residents through an exemplary programme of anchor-led work. Based on discussions with officers and elected officials, it is the CLES view that the Council needs less support on this pillar of community wealth building, hence the brevity of our recommendations in this section. This work is essential to Lewisham's community wealth building narrative, and the Council should take pride in leading innovation in this space. Yet pride in this work should also come with an awareness that focusing on the supply of labour in the Lewisham economy is not enough on its own to address the systemic barriers that are preventing Lewisham residents accessing well paid jobs, both within and out with the borough. In developing its community wealth building approach, the Council needs to recognise that the underlying problems with Lewisham's labour market do not relate solely to the supply of a well-skilled workforce but in large part to demand (i.e.: the availability of decently paid jobs and how accessible these are to local people). Whilst it is true that the anchor institutions play a major part here, a community wealth building approach to fair labour markets must also necessitate further engagement with commercial employers on their recruitment, pay, and terms and conditions for local workers.

Recommendations for further action

7) Deepening- Strengthen anchor workforce analysis to understand the granular detail of anchor employment patterns

The Council has already conducted workforce analysis with the six anchors in order to who each institution employs. CLES has developed a sophisticated analysis for workforce analysis that includes mapping employees by postcodes, and then using this data to make suggestions about how anchor institutions can ensure that they are employing from the most deprived areas within their borough. We would be willing to share this methodology with the Council, with a view to offering this service to all participating anchors on the Deal.

5. Socially productive use of land and assets

How land and property is owned, developed and used will have a defining impact on the success of community wealth building in Lewisham. The Council and anchors are significant landowners in the borough, and in this section, we discuss how the community wealth building approach can ensure that these assets are harnessed to serve the common good.

What Lewisham Council is already doing

Council assets

Lewisham Council is a significant landowner in the region, with numerous registered land and asset holdings, including: open spaces; car parks; corporate holdings; and residential properties. Many of these assets are in locations of strategic importance in relation to the major economic development currently ongoing in Lewisham.

Whilst it has long been recognised that publicly held assets are important for maintaining the wealth, health, and wellbeing of local citizens¹⁸, in recent decades public sector austerity has acted as a powerful incentive for councils to dispose of these assets for financial gain, especially in times of deep austerity. In Lewisham, disposals only occur when the Council no longer needs the asset, it may be beyond its economic life, but in all cases an assessment is made how best to re-use it and how the asset can contribute to the Council's aims and objectives e.g. a number of re-use options are also considered, including turning buildings over to community groups. The costs of maintaining these projects must be offset against the potential financial yield made from sales.

Data from the Bureau of Investigative Journalism reveals that between 2015 and 2017, Lewisham Council sold 5 spaces of public land and property assets, for a combined value of £1,999,480.¹⁹ This is a modest amount when compared to similar local authorities; for example, Tower Hamlets disposed of 15 assets for a combined value of over £72m in the years 2014-2018, and Newham sold 11 assets for £8,959,105.²⁰ A more fitting comparison to Lewisham would be Greenwich, which sold a much higher quantity of properties (42), but for a relatively similar combined amount (£742,000).

¹⁸ See research by Liverpool John Moores University on 'Exploring the Social Value of Community Assets in Wirral', May 2014- <https://www.wirralintelligenceservice.org/media/1269/community-assets-final-report-may-2014.pdf>

¹⁹ <https://council-sell-off.thebureauinvestigates.com/Lewisham>

²⁰ <https://council-sell-off.thebureauinvestigates.com>



Assets sold off by Lewisham Council 2015-17 (Bureau of Investigative Journalism)

Selling unwanted or unneeded assets is understandable, and in this instance may be fully justified and warranted; the generation of capital receipts are essential to finance Council activities. However, in many cases, Councils across the UK have sold assets without due consideration of how these assets could be better utilised if they were kept under public ownership. An approach in which Council land and assets are treated as a fiscal burden, rather than opportunities to drive social wealth, is one which under-utilises our collective public resources. Going forward, it is evident that there is a need to balance the socially productive potential of land and assets with the financial realities that might make selling a necessary option.

The fact that Lewisham has sold far fewer assets than neighbouring local authorities should be understood as a sign of strength, and creates fertile soil for the development of a community wealth building approach to land and assets. Council-held assets can be particularly important if a council wishes to make strategic interventions in areas which are experiencing changing land and property markets.

Housing

Lewisham Council has historically had one of the most expansive social housing programmes of all London boroughs. A strategic commitment to building affordable housing has been framed by the Council's Housing Strategy for 2015-2020²¹, which highlighted high levels of homelessness, rising population levels²², and the lack of affordable housing in the borough as key reasons that the Council would build more. According to Council analysis, the average house prices in Lewisham are now (in 2019) 13 times average annual earnings, locking local residents out of the property market. More recently, the Mayor has sought to push this further by committing to build 1,000 new social dwellings by 2022-23, as part of a broader push to expand local housing stock to 30,000 dwellings in the next decade. The Mayor's headline strategic commitments to solving the housing crisis include:

- Build a new generation of council-owned homes for private with rent controls.
- Building four more innovative housing developments for homeless families like the award-winning pop-up Place/Ladywell scheme.
- Our target will be to achieve 50% genuinely affordable homes²³

The majority of social housing in Lewisham is provided by Lewisham Homes, a not-for-profit established by the Council to manage over 19,000 dwellings across the borough.

²¹ Lewisham Council Housing Strategy for 2015-2020

²² There are currently c.306,000 residents in Lewisham, and this is projected to rise by more than 60,000 by 2041. Source: https://www.newlondonarchitecture.org/docs/freddie_murray_iblewisham.pdf

²³ Source: Damian Egan manifesto, 2018.

Officers described the Council's approach to solving the housing crisis as proactive and mixed, in that the Council has is engaged in a number of different types of schemes to alleviate pressure on the housing market. These range from the Council 'doing it ourselves' (e.g. through Lewisham Homes), to creative partnerships with enterprises in both the commercial and voluntary sector. For example, the Council has established itself as a leader in the field of community-led housing, working with partners such as Rural-Urban Synthesis Society CLT (RUSS) to develop a community-led housing projects for former residents on the Walter Seagall estate.

The Council is also partnering with Rogers Stirk Harbour + Partners' to create a deployable residential development on the site of the former Ladywell Leisure Centre, which was demolished in 2014 and left vacant pending redevelopment. This project is notable because it responds to the high demand for housing in the Borough by offering a short term solution; a temporary housing development has a maximum procurement budget of £4,980,000 and will remain on site for between 1-4 years, providing 24 homes for local people in housing need as well as four ground-floor community/retail units.

Regeneration

The Council's regeneration strategy was agreed in 2008, and will be up for replacement in 2020.²⁴ The strategy set out how the Council would approach regeneration on strategic sites where the Council can leverage its extensive land holdings to influence the local landscape, for example in Catford Town Centre, where the Council owns over six hectares of land. Officers noted that the purchase by the Council of Catford Shopping Centre in 2010 was crucial because it allowed the Council to begin to 'control the spatial destiny of that place', in the words of one interviewee. Whilst the success of this programme has on one level created a powerful incentive for further strategic investment in sites of importance, the realities of budget cuts means that future purchases might make similar such purchases difficult to realise.

Discussion

CLES' review found there is now an appetite across the Council to ensure that these assets are harnessed in a socially virtuous way to build community wealth. These are excellent examples of a considered and thoughtful approach to land and assets but to date this has not been explicitly incorporated into the Council's community wealth building strategy and thinking. Given the defining impact of land and property values on the economy of the district, ensuring that these are factored into community wealth building strategies is crucially important. For example, if more diverse and plurally owned businesses are to flourish in the district they will require a supply of affordable workspace of the type which is currently extremely limited.

A key barrier to realising this potential is a lack of accurate data on assets and land holdings, a key concern for interviewees. Addressing this lack of data is a complex and resource intensive undertaking but should be a key corporate priority. Several interviewees talked about the need to fundamentally revisit the use of Council land and assets in the context of climate emergency. For example, there is clear enthusiasm for mobilising the land and asset portfolio to enable transformational change in the consumption of carbon.

As regards the Council's existing asset stock, we also note that there are ongoing issues around meanwhile use, for example when difficult leaseholders leave the Council with obligatory costs that could be otherwise spend on frontline services. It is clear that any strategy to increase meanwhile use, especially with the community and voluntary

²⁴ people, prosperity, place Lewisham regeneration strategy 2008–2020.

sector, will need to balance this aspiration against the reality on the ground and past experience.

The importance of land and assets to economic development

In line with the dominant model of economic development practice, the focus of regeneration efforts in Lewisham in recent years has been attracting external investment to areas with the greatest potential to generate economic growth. This has led to development of certain clusters of the district being seen as synonymous with economic development of the borough as a whole. While this approach has delivered physical redevelopment, improved connectivity and generated a growth in jobs, the benefits of this approach has often fail to translate into improvements in the material and social conditions of people in the borough. An equitable approach to economic development will differ from this in two important ways: firstly, it will broaden its geographical scope to the whole of the district, (specifically areas to the south of the borough which tend to see less investment) and, secondly, it will focus on developing the economy from within, growing and supporting those economic activities which have a generative rather than an extractive impact on the local economy.

Recommendations for further action

8) Growing- Continue to develop a community wealth building approach to Council-held assets.

Lewisham Council is a significant landowner across the borough, and it is evident that significant work has already been undertaken in order to ensure that these assets are being utilised for effective purposes. Work undertaken by the Neighbourhoods Team has made excellent use of Section 106 regulations, estate balloting, and other techniques to ensure that asset-led regeneration works for local residents. Another key example is the Council's NCIL Strategy, which is discussed further in Section 7 of this report.

The Council already utilises the s123 legal requirement to achieve best consideration as regards the asset stock. As there are often challenges in identifying (and then measuring) what 'best' actually means, we suggest that utilising a CWB framework might be a useful way to do so. For example, the Council could develop CWB Metrics that could guide s123 decisions, with inputs relating back to the Council's Social Value and CWB aspirations.

Given the Mayor's manifesto commitments to not selling off council land to private property developers²⁵, there is a clear political incentive to proceed with this. In order to achieve this, the Council should:

a. Undertake a 'CWB Land and Asset Audit'

The purpose of an audit would be to sort all Council-held assets into one of three categories, asking a series of investigative questions for each:

- Asset that is currently being used; is this asset achieving maximum wealth-building impact? How does the Council ensure that social value is being applied in the management and oversight process?
- Asset that is aligned to economic development and earmarked for future usage; how can the Council ensure community wealth building metrics are embedded into the development of this asset?
- Asset that needs to be disposed of; can we sell this asset to a community group, and if so, how can we ensure it is done in a

²⁵ Damian Egan manifesto, 2018.

democratic way? How can we ensure local communities have the knowledge and start-up capital to take over the asset?

CLES has undertaken CWB Land and Asset Audits with local authorities such as Wirral Council, and can advise Lewisham on how to proceed with this internally, or with assistance from CLES and others. This work involves a process similar to the CWB Diagnostic, with a specific focus on planning, regeneration, and asset management.

b. Encourage anchors on the Lewisham Deal to do the same.

Just as the Council owns a large amount of land in the borough, anchor institutions are also large players in the local land market. Anchor institutions should also be encouraged to review their stock and ensure that they are maximising social value returns on these assets.

It was noted in interviews with anchors that there is appetite for exploring how anchor-held assets can be further utilised to build community wealth, and in particular to tackle the climate emergency. For example, anchor institutions in Lewisham could collectively agree to give a solar panel surveyor from an organisation such as Repowering London²⁶ access to the roofs of every building, with a view to community-led solar insulation.

9) Make community-led housing programmes a vehicle for expanding economic democracy

The flourishing of community-led housing serves as a strong basis through which to provide not only good homes for local residents, but also to drive the democratisation of the local economy. When residents are housed through RUSS or at Ladywell, there is the opportunity for the Council to co-produce new forms of democratic ownership with local residents, for example housing cooperatives where funds are democratically owned and controlled by residents.

Our research found that there is a willingness across Lewisham for new partnerships between the local anchors and community groups to make the most of development in the local economy, for example through innovation in land and property assets. CLES suggests that Lewisham Council explores an approach known as Public-Common Partnerships (PCPs)²⁷, whereby a local municipality enters into the joint management of municipally held assets with local co-operatives and community groups.

²⁶ www.repowering.org.uk

²⁷ For example, BEG Wolfhagen is a Public-Common Partnership in the town of Wolfhagen, Germany where the local state and a local co-operative took on the joint management of the town's energy infrastructure. See Milburn K and Russel B, 'What can an institution do? Towards Public-Common partnerships and a new common sense. (2018) Renewal. Available at: <http://renewal.org.uk/articles/what-can-an-institution-do> (Accessed 17/06/2019)

6. Making financial power work for local places

The UK banking sector is orientated to global markets rather than local investment and economic development. Over recent years, we've seen a stagnation of lending to small business and the closing of many local branches, reducing the connection between lenders and their local communities. Access to credit is the life blood of many small businesses, without which they struggle to operate and compete with larger firms to provide goods and services.

Community wealth building seeks to increase flows of investment within local economies. It does this by harnessing the wealth that exists locally, rather than by seeking to attract national or international capital. For example, local authority pension funds are encouraged to redirect investment from global markets to local schemes. Mutually owned banks are supported to grow, and regional banking charged with enabling local economic development are established. As such, access to finance for both socially virtuous organisations and individuals is fundamentally important to the success of community wealth building.

Many issues around personal debt relate to broader national policy questions, for example the rollout of the Universal Credit welfare system, which has arguably caused a spike in personal debt levels as benefits have become harder to collect and payment delays have increased.²⁸ Yet there are a number of policies local authorities can introduce to alleviate these issues.

Like many places with high levels of poverty and deprivation, levels of personal and household debt are high in Lewisham. According to the debt charity Step Change, an estimated 21,000 individuals in Lewisham suffered from issues around personal debt (latest figures in 2017/18).²⁹ It is estimated that this debt produces over £55 million of external and social costs in Lewisham in the form of the physical and mental health of those in debt, as well as adverse consequences on their social relationships, economic productivity, and wellbeing.

Debt in all forms is an issue for local residents. Step Change found that clients living in Lewisham had the lowest average credit card debt at £4,657 compared with a London average of £7,211. Moreover, they also had high average council tax arrears, with clients living in Lewisham having the eighth highest average level of council tax arrears in London (£1,306 compared with a London average of £1,186). These figures suggest that finance is not flowing through the local community in the right way.

What Lewisham Council is doing

Lewisham Council first produced a financial exclusion review in spring 2012.³⁰ The review identified a number of issues around financial exclusion and access to finance

²⁸<https://www.citizensadvice.org.uk/Global/CitizensAdvice/welfare%20publications/Universal%20Credit%20and%20Debt%20-%20final.pdf>

²⁹<https://www.stepchange.org/Portals/0/documents/Reports/london-in-the-red/lewisham-debt-statistics-2017.pdf>

³⁰<file:///C:/Users/jonty/Downloads/Financialexclusionreview.pdf>

in the borough, ranging from the fact that high-interest private lenders were often targeting vulnerable residents through payday loans, to issues around involuntary redundancies for low-paid workers and the cash shortages such measures could bring to individuals and facilities.

The review also laid out the existing architecture for financial service support for Lewisham residents. Lewisham Plus Credit Union (LPCU) serves over 9,000 adult residents across Lewisham and Bromley, including staff and residents at Lewisham Homes and Phoenix Community Housing Association. CLES' review found that LPCU is understood by these two anchor institutions as essential to their core services, in that access to credit is a key building block of resilience for housing association members.

The Council provides finance and debt advice in tandem with a range of third sector organisations, including CAB, CAB, Evelyn 190 Centre and 170 Centre New Cross. However, it is evident that the demand for these services far outstrips supply, as referenced in the 2012 review. Given that levels of household debt have increased in the seven years since, it is likely that this issue remains (and has perhaps even exacerbated) in the years since the Council's first review.

Council Pensions

Making finance work for local places also refers to the flow of finance through anchor institutions, for example the pension investment schemes of local authorities. Lewisham Council has the Lewisham Pension Fund, which forms part of the Local Government Pension Scheme (LGPS). As of April 2018, the scheme had 24,154 members, including employees of Lewisham Council, Admitted and Scheduled Bodies to the scheme and non-teaching staff in local Schools.³¹

The Lewisham Pension Fund makes investments which can be considered traditional, in that the scheme places high consideration on financial return, and little consideration on the wider social, economic, and environmental impact of these investments. Whilst this is understandable in that public sector pension schemes must make a meaningful return for their members; it could also be argued that more attention must be paid to the wider social impact of these investments.

In a community wealth building approach, anchor institutions could seek to funnel these investments into local organisations that will produce wealth for local residents, as well as tackling entrenched social issues such as the climate emergency. Moving towards more socially virtuous forms of investment might take time given that the Lewisham Pension Fund is part of the wider LGPS, but with the right application of political and officer will, the Council could begin to make moves in this direction. However, it should be noted that this component of CWB generally operates at a longer time frame, as it seeks to recreate new forms of financial architecture in contrary to many years of embedded institutional and legislative convention.

Recommendations for further action

10) Growing-Focus credit unions on small business development, with a particular focus on young people

The LPCU has thus far been a success story in widening access to credit for local residents, and officers are currently exploring further avenues to develop the role of credit unions in helping SMEs secure small business loans.

However, more can be done to harness the full power of credit unions in Lewisham. Interviewees spoke of frustrations with the existing limitations of the local credit union sector, especially in light of recent closures. CLES believes

³¹ <https://www.lewishampensions.org/lewisham-pension-fund/about-us/>

it is worth reviewing why this sector has struggled to gain traction and learning from best practice in other areas in order to develop it further.

One area for particular focus should be on tackling the financial inclusion gap faced by young people in Lewisham. Credit unions should be marketed and targeted towards small businesses which are currently facing financial exclusion, particularly those run by school leavers and those under thirty.

In the medium term, the ambition could be to match the commitments made by London Borough of Haringey³² to offer a credit union account for every child, to tackle long-term financial inclusion.

11) Growing-Develop a community wealth building approach to the Council's pension fund, with a focus on green finance and divestment from fossil fuels.

When considering how to invest their pension funds, anchor institutions must balance the need to secure financial reward with the potential social, economic, and environmental rewards from each investment. In recent years, it could be argued that Councils such as Lewisham Council have tended to focus too much on the former and not enough on the latter, with high levels of investments from local authority pension funds going towards extractive global corporations, many of whom are listed in the Cayman Islands.

Environmental or 'green investments' are seen as a growing asset class, offering a range of subsectors, industrial operations, and localities which could be used to diversify risk and returns across an investment portfolio³³.

In a community wealth building approach, pension funds should be invested in ways that balance the maximising of social return for the district with ensuring a financial return for members. The Council has already committed to a carbon footprint analysis of the pension fund's holdings, and CLES suggests that- when decisions are made about redirecting investments- renewable forms of energy are urgently prioritised.



City deal investment fund

Preston City Council

Preston City Council has already taken steps to ensure that its large public pension investments are utilised for social good, rather than private profit, using this money to fund housing development in the city centre.

The City Council approach is also complemented by a £100m investment from the Lancashire County Pension Fund. This is a new venture under which the pension fund invests in local

³² <https://www.haringey.gov.uk/news/savings-accounts-secondary-school-starters>

³³ For more information see Smith Institute, CLES, Pensions Investment Research Consultants (PIRC) and the Local Authority Pension Fund Forum (LAPFF) (2012) Local Authority Pension Funds: Investing For Growth <https://cles.org.uk/wp-content/uploads/2012/09/Local-authority-pension-funds-investing-for-growth.pdf>

schemes on a commercial basis. The pension fund manages a portfolio of investments across the UK with this new approach ensuring that some of its investment will be concentrated on the Preston and Lancashire area. The deal has already seen investment in locally developed student accommodation in the city and also plans to redevelop the city's Park Hotel later in 2019.

Moving forward, there is scope here for Preston to work with other anchors in the area to further use the sizable capital afforded by pension investments and combine that with other investments and assets to establish a local wealth fund to benefit Lancashire's economy

12) Growing- Harness the financial power of anchor institutions as part of the local Green New Deal.

One area where anchor institutions can play a key role in securing access to finance is in supporting community renewable energy and energy efficiency projects. For example, a major barrier to setting up a solar energy company are the initial start-up costs associated, for both the new company and also prospective local users.³⁴ Lewisham could lead local anchor institutions to act as "anchor tenants"; e.g. first users who pay for these new schemes *up-front*, thereby giving the renewable energy firms the start-up capital needed to get going.

Another area where anchor institutions could provide start-up capital, is the use of 'patient capital' (e.g. money where investors are more willing to wait long-term for profit than traditional investors) to set up a co-operative investment fund which can provide loans to, or buy shares in, new co-operative enterprises.

It should be noted that funding such projects would only be possible if the potential social value were to outweigh the social value provided by existing schemes. Financing community energy schemes might therefore not be seen as a priority in the short term, however CLES notes that developing cheap and clean sources of local energy will increasingly become a priority for the Council in the coming decade. With this in mind, transitioning financial resources towards such schemes should be understood as a necessary long term investment.



³⁴ Skandier, C. and Bozuwa, J. (2018) An Anchor Strategy for Energy Transition, Democracy Collaborative. Available at: <https://thenextsystem.org/learn/stories/anchor-strategy-energy-transition#three-strategies-to-leverage-anchors-role-as-agents-of-system-change>

Solar Holler

Anchors financing a just transition

Solar Holler³⁵ is a non-profit solar energy company that is seeking to develop solar energy resources in West Virginia, USA. In an area that is in the heart of the Appalachian 'coal country', Solar Holler has developed a methodology to help transition local businesses and homes towards solar energy, and has done this through securing investment and resource from local anchor institutions, such as churches and local schools.

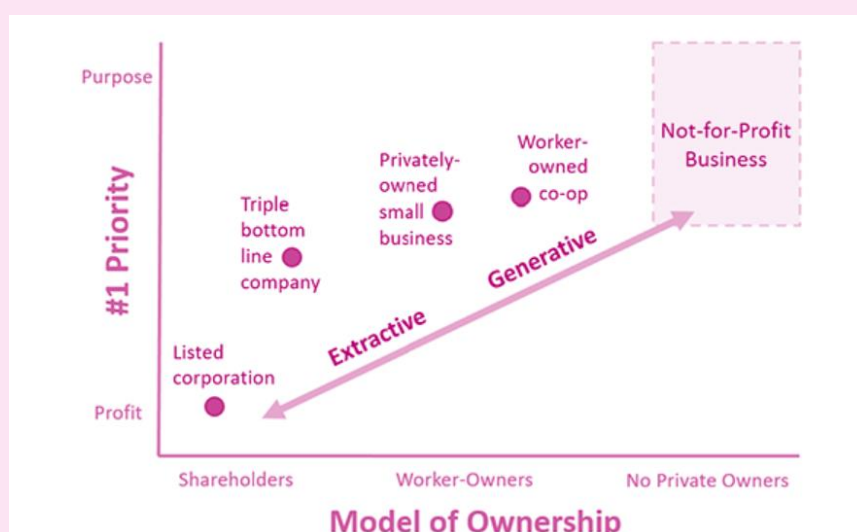
In 2019, Solar Holler completed the largest solar panel project in Huntington at Harmony House, a non-profit which helps the homeless. The company installed 115 solar panels, which Harmony House officials called "a game-changing project" because it estimated the organization would save as much as \$130,000 in electricity costs over 25 years.

³⁵ <https://www.solarholler.com/our-work/>

7. Plural and democratic ownership of the economy

‘Plural ownership of the economy’ refers to the element of community wealth building concerned with the governance, ownership, and management of the businesses and enterprises which make up the everyday economy. This means creating an economy where there are more SMEs, municipally owned companies and enterprises owned by workers, which can include co-operatives and mutually owned businesses.

As demonstrated in the figure below, the idea of moving enterprises towards plural models of ownership is to make the overall economy less ‘extractive’ (e.g. when wealth is taken out of the economy by shareholders) and more ‘generative’ (e.g. when wealth is broadly held by all). The purpose of this work is therefore not to totally eliminate listed corporations and enterprises with profit-seeking motives, but instead to rebalance the economy so that as a whole it becomes more generative of wealth for all.



From extractive to generative models of ownership

Context

It has long been recognised that people in Lewisham thrive when there is a flourishing community sector that can act as a conduit between the local public services and the local residents they serve. The Lewisham Poverty Commission (which itself was a coproduction between such organisations) commented extensively on the need for these types of organisations in the local economy, noting that:

“The challenge for Lewisham Council is to find ways to improve the resilience of local communities. The borough’s third sector need to make the most of different funding opportunities and increase collaboration by building on the good work already under way. Coordination of existing activities and sharing of information is particularly

important in this regard. Beyond this, wider community participation needs to be supported and promoted to ensure that no individual is left behind.”³⁶

Lewisham currently has a thriving community sector, for example in the community-led housing sector, where initiatives such as RUSS act as a conduit between the Council and the local community. RUSS signed a land agreement with the council for a peppercorn rent in 2016, and now retains stake of at least 20 per cent in all the homes as a CLT, which is a non-profit community-based organisation run by volunteers for community benefit, which will allow them to ensure the homes remain affordable to those in need in perpetuity.³⁷

Discussion

The Lewisham Poverty Commission made a number of salient recommendations with regards to supporting community activity, including:

- Lewisham Local should consider developing an anti-poverty fund to fill the current gap in micro-grants to support local community activity. This could be funded by using relevant financial contributions from planning obligations.
- Local Assemblies should be encouraged to function as spaces in which the community sector can develop partnerships, share learning and share information on local activities.
- Lewisham Council should work with Lewisham Clinical Commissioning Group (CCG), Lewisham GPs and the boroughs third sector to enable GPs to take up Social Prescribing across the borough.

CLES endorses these recommendations, and notes that the Lewisham Poverty Commission was itself a democratic exercise which reflected the deep-rooted relationship of trust between the Council and local community organisations. However, we also note that the Council’s suggestions must be to exceed simply funding and enabling the community sector, and instead must include an explicit desire to democratise the local economy itself.

The aim of democratising the local economy is not about transferring services from public bodies to co-operatives or mutual. In their corporate strategy, agreed last year, Lewisham Council has committed to making the Council the preferred provider of services.³⁸ Some services have already been insourced, and work is underway to bring others in-house. Instead, the democratisation agenda is about driving plural ownership in the wider economy, supporting the growth of more purpose driven and generative

Getting the narrative right

In discussions with Councillors, CLES found that there is widespread support for the concept of plural ownership, although there is confusion about terms used. In Lewisham, there is a long-standing focus on the idea of developing resilience in the local economy, e.g. the idea that local small businesses are essential in helping local residents achieve sustainable wealth, as opposed to a reliance on the Council, or central government.

In order to fit within this existing narrative, we recommend that this strand is understood as a form of building resilience into the local economy.

³⁶ Lewisham Poverty Commission, Final Report, pg. 27

³⁷ <https://www.redpepper.org.uk/build-it-yourself-a-growing-housing-alternative/>

³⁸ <https://lewisham.gov.uk/mayorandcouncil/corporate-strategy>

enterprises, rather than profit driven and extractive models. There is an opportunity for the Council to establish itself here as a 'new municipalist' local authority rather than merely a traditional 'municipal socialist' one; the difference being that the Council does not simply seek to provide services for local residents, but seeks to usher in a fundamental transfer in wealth and power to its local residents. **It is CLES' view that the extent to which the Council can act to pluralise and democratise the ownership of the economy in Lewisham will be the difference between whether community wealth building can merely tinker around the edges, or instead make fundamental and lasting change.**

Recommendations for further action

The recommendations below are intended to serve as a basis from which the Council can begin to embrace this agenda and lead anchors and community organisations to develop a bold step change in the underlying ownership of the local economy.

13) Amplifying- Make plural and democratic ownership of the economy a key corporate priority with dedicated oversight, with a focus on building resilience in the local economy.

Changing the underlying composition of how wealth is produced and owned will be at the heart of the community wealth building movement in Lewisham. Local residents need to be imbued with genuine economic power if they are going to be more than recipients of the growth that has been flowing into the borough in recent years, and to do this will require a concerted and intentional shift towards more plural forms of ownership in the local economy.

To achieve this, the Council should seek to develop the plural and democratic ownership of the economy as part of its approach to community wealth building.

This could be achieved in a number of ways:

- Hand oversight of this agenda over to a dedicated officer and politician, e.g. a Cabinet member responsible for **plural and democratic ownership of the economy**. The idea here would be that advancing plural ownership of the economy is understood as a corporate priority, and that it comes within the remit of community wealth building.
- Embed CWB principles into the NCIL Strategy by offering participants (e.g. ward groups) training in how they can utilise CWB through their NCIL work and Neighbourhood Plans.

14) Deepening- Embed the principles of democratic and plural ownership into the next incarnation of the Lewisham Deal

Anchor institutions can also play an important role in developing a generative local economy. Firstly, anchor institutions can undertake their own spend analysis and resolve to award contracts to more local co-operatives and organisations with plural forms of ownership (within the pertaining legislative framework, e.g. not by giving local firms an undue advantage in the tendering process, but through social value requirements which prioritise local employment and recirculation), rather than to private businesses with a more extractive approach. Secondly, anchors can also play a role in securing 'patient capital' for new organisations, especially if investment is not forthcoming. A good example of this approach is the relationship between Phoenix Community Housing and The Fellowship and Star pub in Bellingham.

It is CLES' view that the principles of plural and democratic ownership should form the cornerstone of the next incarnation of the Lewisham Deal, with all anchor institutions working together to build forms of economic democracy for local residents. Whilst it is not explicitly within the remit of many of the anchors to animate local businesses, there are significant opportunities for coproduction in this space, for example engaging in cooperative development with Lewisham College students.

15) Growing- Focus business support on plural ownership and resilience

If the Council is willing to drive towards pluralising ownership of the local economy, the inroads will need to be made with the nature of business support in the borough. CLES recognises the challenges facing this function given budget cuts, and notes that expanding capacity for business support is an immediately available option.

However, a number of options can still be pursued. In the short term, business support functions can begin to take a more intentional approach to plural ownership, for example by engaging the Employee Ownership Association, or Co-ops UK to survey the scope for these business forms in the borough.

If adequate resources become available in the medium term, CLES recommends that the Council could look at establishing a **Lewisham Co-operative Development Initiative (LCDI)**, as a means of stimulating and nurturing co-operatives in the local economy.

This project would require significant investment in time and resource, and therefore is not feasible in the immediate term. However, it is CLES' view that this would form an invaluable part of Lewisham's community wealth building approach if and when it is possible to do so.



Bronx Co-operative Development Initiative (BCDI)

The Bronx Co-operative Development Initiative (BCDI) is a community-led effort to build an equitable, sustainable, and democratic local economy that creates wealth and ownership for low-income people of colour. The organisation started in 2011 when local activists decided that ethnic minority communities in the Bronx needed to self-organise and take matters into their own hands in order to build community wealth.

At the core of the project is **BronXchange**, a unit which connects Bronx institutions and non-profit organizations with high-road, local businesses. It does this by connecting buyers and sellers through relationship brokering; providing shared business support to local start-ups; and encouraging businesses to undertake business impact assessments. By supporting new and existing businesses, and moving them in the direction of more democratic ownership and operations, the **BronXchange leverages the impressive buying power of the Bronx's local anchor community and the**

entrepreneurial talent of the local business community to build local wealth.

Appendix 1

I. List of interviewees consulted

Katharine Nidd	Strategic Procurement and Commercial Services Manager
Fenella Beckman	Head of Economy and Partnerships
Councillor Amanda De Ryk	Cabinet Member for Finance and Resources
Councillor Joe Dromeay	Cabinet Member for Culture, Jobs and Skills (job share)
Mayor Damien Egan	Mayor of Lewisham
Freddie Murray	Director of Regeneration and Place
James Lee	Director of Strategy, Partnerships & Improvement Director of Culture and Community Development (job share)
Selena Bolingbroke	Lead for External Engagement & Strategic Development, Goldsmiths, University of London
Jim Ripley	Chief Executive, phoenix Community Housing
Asfa Sohail	Principal, Lewisham College
Adam Bowles	Director of Organisational Development and Human Resources



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