

# Economic Regeneration, Housing and the Arts Policy and Accountability Committee

## Agenda

Tuesday 7 June 2016  
7.00 pm

Small Hall - Hammersmith Town Hall

### MEMBERSHIP

Administration:	Opposition
Councillor Daryl Brown Councillor Adam Connell Councillor Alan De'Ath (Chair)	Councillor Lucy Ivimy Councillor Harry Phibbs

**CONTACT OFFICER:** Ainsley Gilbert  
Committee Co-ordinator  
Governance and Scrutiny  
☎: 020 8753 2088  
E-mail: ainsley.gilbert@lbhf.gov.uk

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Members of the public are welcome to attend. A loop system for hearing impairment is provided, along with disabled access to the building.

Date Issued: 27 May 2016

# Economic Regeneration, Housing and the Arts Policy and Accountability Committee

## Agenda

7 June 2016

<u>Item</u>	<u>Pages</u>
1. APOLOGIES FOR ABSENCE	
2. DECLARATIONS OF INTEREST	
* See note below.	
3. ELECTION OF VICE-CHAIR	
Members are asked to elect a Vice-Chair for the 2016-17 Municipal Year.	
4. MINUTES	1 - 3
5. "THE CONNECTED BOROUGH: DESTINATION, CREATION AND INCLUSION" - AN ARTS STRATEGY FOR HAMMERSMITH & FULHAM 2016-2022	4 - 30
6. DATE OF THE NEXT MEETING AND WORK PROGRAMME	31 - 33
The next meeting will be held on Tuesday 5 July 2016. The meeting will be held in the Courtyard Room, Hammersmith Town Hall from 7pm.	

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*\* If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.*

*At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.*

*Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.*

*Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.*

London Borough of Hammersmith & Fulham



## **Economic Regeneration, Housing and the Arts Policy and Accountability Committee Minutes**

**Wednesday 20 April 2016**

### **PRESENT**

**Committee members:** Councillors Daryl Brown, Adam Connell and Alan De'Ath (Chair)

**Other Councillors:** Stephen Cowan and Max Schmid

**Officers:** Peter Kemp

### **41. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Ivimy and Phibbs. Councillor Sue Fennimore, Cabinet Member for Social Inclusion, had also sent her apologies for not being at the meeting.

The Chair said that he was disappointed that neither opposition member was at the meeting as he thought it was important that they were involved in scrutinising the administration. He also noted that Councillor Phibbs had asked for the report on the use of S.106 Money for Training and Skills which the meeting would be considering.

The Chair also apologised that there was not more on the agenda; unfortunately other reports scheduled for the meeting had needed to be withdrawn.

### **42. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **43. MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 8 March 2016 were agreed to be accurate.

#### **44. USE OF S106 FOR TRAINING AND SKILLS**

Peter Kemp, Planning Change Manager, explained that the report provided an overview of how the council used S.106 funds for training and skills.

The council's planning policy DM B3 – Local employment, training and skills development initiatives, stated that 'the council will seek appropriate employment and training initiatives for local people of all abilities in the construction of major developments and in larger employment generating developments, including visitor accommodation and facilities when these are completed.

Mr Kemp then explained that the council currently held £742,638 for Training and Skills, although the individual agreements meant that the ways in which the money could be spent were restricted. The council did not currently centrally hold information about how previous S.106 money intended for these purposes had been spent, but the Economic Regeneration team was currently carrying out a review. As well as financial contributions, developers often offered apprenticeships and work placements; around 120 apprenticeships had been offered as a result of S.106 agreements.

Mr Kemp explained that much of the mitigation previously covered by S.106 agreements was being moved to a new charge called the Community Infrastructure Levy (CIL); Training and skills are likely to be outside of the scope of CIL and so the use of S.106 agreements for this purpose would continue.

Councillor Connell said that it was important that the council spend the funds currently held well, and also praised the current administration for their renegotiation of agreements to increase the amount of money the council could spend on improving services.

The Leader of the Council, Councillor Cowan, outlined the administration's vision for training and skills. The council wanted to use money to not only help its residents find jobs, but to help them find good jobs in emerging areas of the economy. He explained that the council was working with partners to increase opportunities in the fields of micro-biology, digital industries and the arts. This included giving funding to organisations such as the Lyric theatre and the Bush theatre, as well as providing affordable office space for new businesses.

Councillor Connell said that it was important that the council identified the skills which would be useful in five years' time so that residents had the skills needed to get jobs for the long term. He supported the council's focus on arts and culture as these fields were currently being neglected by others but could provide good employment for residents.

Councillors discussed the current planning policy's focus on delivering jobs in construction, which it was felt didn't address residents needs for training and long term career opportunities. As decisions on planning applications were made based on the policies in the development plan, members discussed the need for the policy to be updated to meet the aspirations of the council.

**RESOLVED**

That the committee recommend that policy DM B3 be altered to cover a wider range of sectors of the economy as well as emerging sectors. The motion was proposed by Councillor Connell, seconded by Councillor Brown and agreed unanimously.

**45. RESIDENT PARTICIPATION**

A resident asked the what the council's view on the housing crisis was. The Leader of the Council, Councillor Cowan, explained that the administration wanted to provide genuinely affordable housing in mixed communities. He explained that through negotiations with developers he had secured considerable amounts of S.106 money which would be used to provide more affordable housing in the borough, including housing at social rents. A resident asked what genuinely affordable housing meant. Councillor Cowan said that it meant between 25 and 45 percent of market rent, rather than the 80 percent suggested by government.

A resident raised concerns about the housing department and how the service was run. The Chair agreed to discuss these with the resident after the meeting.

**46. DATE OF THE NEXT MEETING AND WORK PROGRAMME**

Councillor De'Ath explained that the work programme was likely to change over the next few days.

Councillor Connell asked that KPIs for Mitie be brought to a meeting soon.

Meeting started: 19.00  
Meeting ended: 19.50


Chair .....

Contact officer: Ainsley Gilbert  
Committee Co-ordinator  
Governance and Scrutiny  
☎: 020 8753 2088  
E-mail: ainsley.gilbert@lbhf.gov.uk

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Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

# Agenda Item 5

<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>POLICY &amp; ACCOUNTABILITY COMMITTEE</b></p> <p><b>(7 JUNE 2016)</b></p>	 <p>h&amp;f hammersmith &amp; fulham</p>
<b>“THE CONNECTED BOROUGH: DESTINATION, CREATION AND INCLUSION” AN ARTS STRATEGY FOR HAMMERSMITH &amp; FULHAM 2016-2022</b>	
<b>Report of the Divisional Director</b>	
<b>Open Report</b>	
<b>Classification - For Policy &amp; Accountability Review &amp; Comment</b> <b>Key Decision: Yes</b>	
<b>Wards Affected: All</b>	
<b>Accountable Director:</b> Sue Harris, Director for Cleaner, Greener and Cultural Services	
<b>Report Author:</b> Donna Pentelow, Head of Culture	<b>Contact Details:</b> Tel: 020 8753 2358 E-mail: <a href="mailto:donna.pentelow@lbhf.gov.uk">donna.pentelow@lbhf.gov.uk</a>

AUTHORISED BY: .....
.....
DATE: .....

## 1. EXECUTIVE SUMMARY

- 1.1. Following a wide-ranging consultation on a draft arts strategy with local residents and arts organisations, the council is planning to adopt an arts strategy centred around the three themes of **Destination, Creation and Inclusion**.
- 1.2. The council's vision is that Hammersmith & Fulham will become:
  - One of the country's most popular destinations for people to participate in and enjoy the arts.

- A place in which greater creativity and innovation thrive and the arts are experienced by more people from a wider range of backgrounds.
  - A place where local residents and cultural organisations drive more clearly how the council supports the art, ensuring that every penny of arts funding is even more focused than now.
  - A place where the arts are at the centre of a dynamic local economy, leading to new jobs, businesses and economic growth.
- 1.3. The consultation has informed a wide-ranging action plan that identifies key activities and potential partnership projects. The arts strategy and action plan are attached as Appendix 2.
- 1.4. Collaboration and partnership working are at the heart of the action plan and will be central to its success.
- 1.5. Below are some of the core issues to focus on in 2016/17:
- Submit a funding bid for an arts development officer to support delivery of the strategy
  - Create an Arts Network to act as the delivery and monitoring vehicle of the action plan
  - Explore the creation of an arts and culture trust to take forward a long-term strategic vision for art and culture in the borough.

## **2. RECOMMENDATIONS**

- 2.1. Members of the Committee are invited to review and comment upon the revised arts strategy.

## **3. INTRODUCTION AND BACKGROUND**

- 3.1. This report follows the Policy & Accountability Committee (PAC) in September 2015, which reviewed the proposed arts strategy and agreed that wider consultation would be undertaken with the arts community to shape the strategy further and identify actions to deliver it.
- 3.2. Consultation has included a number of focus groups, workshops and an e-survey. Full details of the process and findings are included in Appendix 1.

## **4. PROPOSAL AND ISSUES**

- 4.1. The revised arts strategy and action plan is attached as Appendix 2. The strategy and action plan have considered the council's draft Economic Growth Plan and Local Plan. Further work will be needed to review the borough's Joint Strategic Needs Assessment when developing potential projects to see how the arts can deliver against the health agenda, or identify projects that are already delivering against this agenda.
- 4.2. The consultation has informed an action plan that identifies key activities and potential partnership projects. Collaboration and partnership are at the heart of the action plan.

- 4.3. Key activities to focus on in 2016/17:
- Submit a funding bid for an arts development officer to support delivery of the strategy.
  - Create an Arts Network to act as the delivery and monitoring vehicle of the action plan.
  - Explore the creation of an arts and culture trust to take forward a long-term strategic vision for art and culture in the Borough.
  - Progress projects with major developments like Old Oak Common and continue to develop potential projects with public health and Koestler Trust.
  - Further develop libraries as cultural venues with the roll out of the Made in Libraries programme and Dancing Books project.
  - Work with the Lyric and A New Direction to establish a Cultural Education Partnership for the borough.
  - Promote and collate the benefits available to borough residents from local arts organisations.
- 4.4. Central to the success of the strategy is the leveraging of funding and resource; collaboration and an effective Arts Network. The Arts Network will be set up to bring together key individuals and organisations in the arts community to monitor delivery and act as the delivery vehicle for the action plan. The consultation has initiated discussion, connections and networking, something that the Arts Network will be able to build on.
- 4.5. The consultation has also led to a proposal from residents to explore establishing an arts and culture trust to take forward a long-term strategic vision for art and culture in the Borough. Further work needs to be undertaken to understand the viability of the proposal and how it might complement the arts network.

## **5. EQUALITY IMPLICATIONS**

- 5.1. Inclusion is central to the strategy and a number of actions have been identified to improve access to and participation in the arts.

## **6. LEGAL IMPLICATIONS**

- 6.1. The council has discretionary power under the Local Government Act 1972 to do anything necessary or expedient for the development and improvement of the knowledge, understanding and practice of the arts and the crafts which serve the arts, including music, dance, theatre and the provision of entertainment, either by itself or through arrangements made with others (LGA 1972 section 145).
- 6.2. Further legal advice will be required if the council instructs officers to investigate the option of creating an arts and culture trust.

Implications verified/completed by: Andre Jaskowiak, Senior Solicitor, Shared Legal Services, 020 7361 2756.



## 7. FINANCIAL AND RESOURCES IMPLICATIONS

- 7.1. There is no existing revenue budget for the arts in Hammersmith & Fulham (aside from an element of management budget for the Head of Culture post, which is shared with the Royal Borough of Kensington & Chelsea). As such, any new Arts initiatives agreed will need to be funded from new external funding, or agreed budget growth from council contingencies.
- 7.2. Implications completed by Kellie Gooch, Head of Finance Environmental Services. Telephone 020 8753 2203.

## 8. IMPLICATIONS FOR BUSINESS

- 8.1. The action plan will lead to a positive impact on businesses in the borough. The strategy and plan has been drawn up considering the draft Economic Growth Plan, which is highly arts and technology centric.

### LOCAL GOVERNMENT ACT 2000 LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	The Connected Borough: Destination, Creation and Inclusion." An arts strategy for Hammersmith & Fulham (2016-2022)	Donna Pentelow, 0208 7532358	Environmental Services

#### LIST OF APPENDICES:

APPENDIX 1: CONSULTATION PROCESS AND FINDINGS

APPENDIX 2: "THE CONNECTED BOROUGH: DESTINATION, CREATION AND INCLUSION." AN ARTS STRATEGY FOR HAMMERSMITH & FULHAM (2016-2022)

## **APPENDIX 1: CONSULTATION PROCESS AND FINDINGS**

### **1. CONSULTATION PROCESS**

- 1.1. Following an open tender process, Hybrid Consulting were engaged to deliver the final stage of consultation on the draft arts strategy. The consultation ran from December 2015 until end of February 2016 and was extended beyond the original date of 31 January to allow more time for responses.
- 1.2. The consultation consisted of an online survey and five focus groups plus an open invitation for anyone to feedback any comments via email. A dedicated email address, [arts@lbhf.gov.uk](mailto:arts@lbhf.gov.uk) was set up for this. Sixteen emails were received from a variety of individuals and organisations via this method. A total of 24 responses was received from the online survey and 34 people took part in the focus groups. Invites were sent out to 137 arts organisations in the borough.
- 1.3. A further set of two workshops and one-to-one interviews was held in May 2016 with representatives from cultural organisations in the borough specifically to discuss actions that would deliver against the themes, what opportunities for collaboration there were and how these would fit with the organisations' own strategic objectives.
- 1.4. The following organisations and individuals participated in the consultation workshops and interviews:

Albert and Friends Instant Circus  
Apothecary Gallery  
Artist and Wellcome Engagement Fellow  
Arts Council England  
BBC Commercial Projects  
Bush Theatre  
Dance West  
Fulham Palace Trust  
Hammersmith London  
HF ArtsFest  
Individual artists and residents  
LAMDA  
Lyric Hammersmith  
Riverside Studios  
Scario-Funk  
Triborough Music Hub  
Youth Club

### **2. CONSULTATION FINDINGS**

- 2.1. The Arts Strategy should be based on:
  - The council's policies
  - Who is in the borough/ demography

- What is in the borough
- 2.2. The draft strategy needs to include what is unique in the borough. It needs to be tailor made. The strategy needs to feed off the strengths of the borough, notably a media hub and performance spaces.
  - 2.3. Consultees queried whether the strategy should be called a cultural strategy, rather than solely arts to include explicitly libraries, heritage and museums.
  - 2.4. The strategy needs to contextualise the challenges facing art and culture during these difficult times. It needs to be a strategy for a new terrain, recognizing the changed landscape.

#### **Priority order for approach**

1. Longer term, grassroots, participatory arts programmes
2. One-off highly publicised events featuring high profile artists
3. Help with infrastructure: for example, low interest loans / pop-up studios / access to venues

#### **Priority groups for the strategy to focus on**

1. Children & Young People
2. Education
3. Regeneration

#### **What's most important in creating a healthy arts sector?**

1. Access to funding
2. High-profile arts spaces
3. Artist studios and working spaces.

#### **The top three words that people wanted to see in the strategy:**

1. Inclusive
  2. Innovative
  3. Welcoming and Opportunities (equally)
- 2.5. Participants welcomed a capacity-building programme that focused on access to funding, finding studio spaces and mentoring.
  - 2.6. Participants felt that the role of the council should be as:
    - Connector – to connect individuals and organisations
    - Broker – to provide an information and help create and develop relationships
    - Development Agency – to provide funding and strategic direction

**APPENDIX 2: “THE CONNECTED BOROUGH DESTINATION, CREATION AND INCLUSION”. AN ARTS STRATEGY FOR HAMMERSMITH & FULHAM (2016 – 2022)**

**The Connected Borough:**  
**Destination, Creation and Inclusion**

**An arts strategy for Hammersmith & Fulham 2016–2022**

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## 1. Our Vision

A thriving arts scene is good for the health of people and places. The arts can enhance people's general wellbeing, build education and skills, regenerate run-down areas and make communities more cohesive.

The borough of Hammersmith & Fulham is already home to a vibrant arts, culture and creative industries scene. Appendix A provides a flavour of the breadth of current activity.

We want to make it even better. The benefits of taking a fresh approach to the arts will be substantial and will be felt by residents and businesses across the borough.

Our vision is that Hammersmith & Fulham will become:

- One of the country's most popular destinations for people to participate in and enjoy the arts.
- A place in which greater creativity and innovation thrive and the arts are experienced by more people from a wider range of backgrounds.
- A place where local residents and cultural organisations drive more clearly how the council supports the art, ensuring that every penny of arts funding is even more focused than now.
- A place where the arts are at the centre of a dynamic local economy, leading to new jobs, businesses and economic growth.

## 2. Our Approach

This is a council that believes in working with residents, not doing things to them, We want an arts strategy that is clearly driven by residents and the arts community.

Achieving our vision will thus take not only consistent political commitment but determined local arts leadership.

In the face of government funding cuts, the council's principal role will be as a catalyst and enabler rather than a substantial direct funder. We will be active in building the stronger partnerships, collaboration and connectivity that are essential to helping our arts scene flourish

Driving this collaboration will be a new Arts Network. This will bring together the energy, creativity and resources from artists, residents, businesses and organisations involved in delivering or promoting the arts. It will provide leadership, drive innovation and coordinate the execution of this strategy.

A core aim of the Arts Network will be to maximise opportunities to raise funds from a range of public bodies, trusts, foundations and sponsors.

During the consultation process for this strategy, some residents also proposed establishing an Arts and Culture Trust to take forward a long-term strategic vision for

art and culture in the borough. We would like to see further work undertaken to understand how this might be viable and complement the Arts Network.

### 3. Core Themes

This strategy centres around three core themes:

- **Destination** – Boosting the local economy by developing and promoting a thriving borough for the arts
- **Creation** – Supporting people to create and produce excellent art of all kinds
- **Inclusion** – Giving residents from a wide range of backgrounds more opportunity to experience and participate in artistic activity.

We want to be sure that everything the council does in support of the arts – including any funding in these tough economic times – clearly relates to these themes.

#### 3a. Destination – Making Hammersmith & Fulham a national and international beacon for the arts

**We want to enhance the contribution of arts to the local community and economy by developing Hammersmith & Fulham as a thriving borough for the arts and promoting it as a creative, innovative and exciting place to live and do business in and visit from within London, across the UK and overseas.**

We need to harness the experience of those involved in the Arts and Culture sector to help the borough regain its reputation as an important centre for creativity. We want to create a place which fosters indigenous growth in key sectors including Arts and Media.

In one strand of activity, the council aims to develop the borough as one of the country's leading destinations for the arts. This will tie in with the council's separate strategy for economic growth, building on an existing large group of TV and media companies in the borough and exploiting new opportunities to regain the borough's leading position for culture, media, the arts and digital media.

We will build on and add to the innovative work already taking place across Hammersmith and Fulham. This will involve:

- Seeking to support and grow existing arts provision and capacity by identifying ways to boost the national and international profile of the borough as an arts destination, promoting more effectively the wealth of arts activities taking place in Hammersmith & Fulham locally, pan London and nationally.
- Working with the existing arts infrastructure to attract high profile and internationally acclaimed arts performers and attractions to the borough;
- Supporting and stimulating the dynamic diversity of smaller arts activities that form an integral part of developing the borough as a beacon for the arts.

In the other strand, the council aims to put arts at the centre of its strategies for achieving more employment, apprenticeships and contracting opportunities for local residents and businesses in the arts, entertainment, leisure, media and creative



industries. We plan to do this by growing the number of visitors, using land development opportunities wisely and supporting the growth of strong clusters of firms across the broad creative industries.

### 3b. Creation – Stimulating local artistic achievement

**We want to enhance the experience of living and working in the borough and boost the local economy by stimulating artistic achievement and supporting adults, children and young people from a wide range of backgrounds to create, produce and perform excellent art of all kinds.**

There is a thriving arts scene in Hammersmith & Fulham, with many nationally recognised organisations as well as individuals producing high quality art.

We want to make it easier for individual artists to find affordable space in which to live and to develop, create and perform excellent art. We also want to help them find customers and audiences. As regards larger arts organisations, we want to support existing ones to achieve greater artistic creativity.

The focus must be on artistic excellence. We also want to pay particular attention to artists, organisations and businesses who encourage audiences and users to expand their horizons and explore new ideas.

This activity will dovetail with the borough's draft Local Plan, which seeks to protect and enhance the borough's attractions for arts, science and technology and the creative industries.

This will involve:

- Working with landowners, developers and property owners to provide affordable studio space for artists and creative industries.
- Developing libraries as a cultural resource and space in which people can create and connect, in line with national (Arts Council England) policy and the council's own ambitions. We will seek funding to develop a programme of cultural creativity which uses libraries both as spaces to animate and venues in their own right which can reach a different demographic. We will link this work to health promotion activities, which are already a successful feature of what libraries offer.

### 3c. Inclusion – Arts for everyone

**We want to ensure that residents from a wide range of backgrounds get more opportunity to experience and participate in a variety of art which challenges and inspires them and promotes their health and wellbeing.**

*"I do not want art for a few, any more than education for a few, or freedom for a few"*  
*Hammersmith resident William Morris, from a lecture on the Decorative Arts, 1877*

There are many opportunities for residents to enjoy, create and perform high quality art in the borough, with an active arts education offer from early years to higher education. However, we know that numerous residents do not access the arts for a variety of reasons, including cultural and financial. We want to work with partners to reduce and ultimately remove the barriers to participation, whether actual or perceived.

In particular, within both formal and informal education, we want to expand young people's horizons and stimulate their imagination, ambition and sense of the possible by giving them exposure to forms of art they would otherwise be unlikely to access.

We also want to support the vast range of grassroots (or community-led) arts that are active across our borough. These groups help make arts accessible to residents from all backgrounds.

And we want to ensure that more people are able to benefit from the therapeutic effect of the arts on health, wellbeing and social inclusion. People who participate in the arts as audience members are more likely to report good health. This has the added benefit of saving the public purse money.

We want to promote arts activities in unusual spaces to reach out to different audiences and people who wouldn't normally participate in the arts, to promote activities that are for all abilities and require no specialist equipment or knowledge, just a willingness to have a go.

Again, this dovetails with the council's draft Local Plan, which seeks to ensure that existing and future residents and visitors have access to a range of high quality facilities and services, including, health, education and training, arts and entertainment.

#### 4. Arts Strategy Action Plan: 2016/17 – 2021/22

Overview	Actions	Priority (Low, Medium, High)	Action owner	Potential Funding Stream	Timescale
<b>ESTABLISHING A SUSTAINABLE INFRASTRUCTURE TO SUPPORT ARTS DEVELOPMENT AND IMPLEMENT THE ARTS STRATEGY</b>					
Provide strategy foundation	1. Ensure awareness and buy-in to the strategy across all departments and more widely, with key stakeholders.	High	Director for Cleaner, Greener and Cultural Services (CGCS)	No additional costs anticipated	2016/17
Set in place the mechanisms to deliver the arts strategy	2. Subject to successful funding bids, LBHF will appoint an Arts Development Officer, for an initial three year period, to: <ul style="list-style-type: none"> <li>• lead on the development of the arts within the borough,</li> <li>• implement and co-ordinate delivery of the Arts Strategy</li> <li>• identify the training and capacity building support required in the sector to deliver on the Arts Strategy</li> </ul>	High	Head of Culture and, following appointment, Arts Development Officer	Potential Library/ Economic Development job share	2016/17
	3. Provide support and advice to artists, arts organisations and communities.				
To provide communication and facilitate intra-borough engagement	4. LBHF will work with partners (artists, creative professionals and industry experts, arts organisations and people interested in arts development in the borough) to facilitate and establish an Arts Network for local artists, arts organisations and creative practice throughout the borough. Membership to include Bush Theatre, HF ArtsFest, Hammersmith BID, Riverside, Lyric Hammersmith, Music Hub, LAMDA, Wellcome Engagement Fellow, Youth Club, Libraries, Economic Development, Apothecary Gallery, Dance West, Members of the CEP.	High	Head of Culture Following the initial meeting, to be facilitated by the Arts Development Officer (subject to funding and recruitment)	No additional costs anticipated	2016/17
	5. LBHF will support on the joined-up delivery of the arts	High	Arts Development	No additional	2016/17

	strategy and disseminate information, share best practice, promote and co-ordinate arts development activity		Officer	costs anticipated	
To advocate for the borough on a city level	6. LBHF will become an active member of the London Councils Arts & Culture Forum	High	Arts Development Officer	No additional costs anticipated	2016/17
To assess quality of delivery	7. LBHF will devise an evaluation strategy that considers the quality of activities delivered, outcomes and outputs and builds these into on-going assessment of the work and delivery of the strategy and actions	High	Evaluation Consultant to work with the Arts Development Officer	External Funding bid	2016/17 and on-going
To support the on-going needs of the sector	8. LBHF will disseminate information on funding streams for the arts by having an information sheet available on the LBHF website <sup>1</sup>	High	LBHF website Manager / Head of Culture	No additional costs anticipated	2016/17
To connect research to action	9. LBHF Department of Planning and Growth will share the findings of any research that might support analysis of the current arts infrastructure. They will help to identify routes to delivering the Creation and Destination dimensions of the strategy, along with an analysis of what is needed to future proof existing strengths in the performing and visual arts and within museums	High	Principal Business Investment Officer	No additional costs anticipated	2016/17
To ensure that all funding is in line with priorities	10. LBHF will evaluate its relevant grants funding arrangements to ensure that funded activities align with the priorities of the Arts strategy	High	Arts Development Officer	No additional costs anticipated	2016/17
To deliver sustainability	11. LBHF will research and produce a fundraising strategy, including an on-going assessment of the Community Infrastructure Levy process, to support the delivery and implementation of the Arts Strategy	High	Arts Development Officer/ Arts Network	Potential to include within Grants for the Arts application	2017/18

<sup>1</sup> Attached at Appendix A.

				with LBHF match funding	
	12. LBHF will explore the creation of an endowment fund for the Arts in the borough in partnership with residents and local supporters via the establishment of an Arts & Culture Trust.	Medium	Head of Culture and Interim Head of Economic Development and Learning Services	To be determined	2016/17
	13. LBHF will work to embed arts and culture throughout the council's . e.g. procurement strategies	Medium	Director for CGCS and Head of Culture	No additional costs anticipated	2016/17
	14. LBHF will explore options to provide affordable live work spaces for artists and creative practitioners.	High	Director for CGCS, Housing, Planning Officers, ACAVA and private sector developers	No additional costs anticipated	2017/18
To raise the profile of work taking place across the borough	15. LBHF will establish a forum where businesses, developers, artists, creative industries and sporting services, venues and facilities can come together to foster and nurture dynamic arts development, business and partnering arrangements	Medium	Arts Development Officer working with the Hammersmith BID	No additional costs anticipated	2017/18
	16. LBHF will promote opportunities for residents to volunteer in the arts along with the social, cultural and economic value associated with volunteering	Low to medium	Arts Development Officer working with the Volunteer Centre and HF ArtsFest	No additional costs anticipated	2018/19
To ensure that the strategy remains connected to the sector	17. LBHF will undertake a formal review of the action plan in 2018/19 to inform and give shape to future action plans, to maintain the momentum and to ensure relevance for the delivery of the arts strategy	High	Head of Culture, Arts Development Officer, Arts Network and stakeholders.	No additional costs anticipated	2018/19

**DESTINATION – MAKING THE BOROUGH A NATIONAL AND INTERNATIONAL BEACON FOR THE ARTS**

Overview	Actions	Priority (Low, Medium, High)	Action owner	Potential Funding Stream	Timescale
	18. LBHF, in partnership with arts organisations (Bush Theatre, Riverside, HF ArtsFest) and the BID, will explore options to provide a rotational focus and activity across the three town centres of the Borough, e.g. Bush Theatre re-opening in 2017, Riverside Studios re-opening 2018, explore the viability of a cultural programme connected to the Westfield extension.	High	Head of Culture, Bush Theatre, Riverside, Hammersmith BID, Westfield.	No additional costs anticipated	2016/17
To ensure the arts are integral to the boroughs regeneration and development programmes	19. In strategic discussions with national organisations (e.g Arts Council England, Heritage Lottery Fund, Big Lottery etc.), LBHF will advocate on behalf of arts groups in the borough and lobby to attract support and external funding for arts initiatives across the borough	High	Head of Culture/ Departmental Heads as appropriate	No additional costs anticipated	2016/17 and on going
	20. LBHF will work with developers and within regeneration programmes taking place across the borough to maximise opportunities to incorporate arts provision (studios, office and incubation space for creative industry and arts related businesses, accommodation for SME arts organisations etc.) and increase access to arts provision into new developments with a particular focus upon Section 106 requirements  There is potential to develop existing hubs, such as the UGLI centre, and art restorers at the Sullivan Enterprise Centre, these could offer incubator spaces upon which to build profile and brand awareness	High	Head of Culture and Interim Head of Economic Development and Learning Services, ACAVA	No additional costs anticipated	2016/17 and on going
	21. LBHF will seek to ensure that regeneration areas such as the Earls Court and Old Oak Common – as well as	High	Head of Culture,	No additional	2016/17 – 2018/19

	quarters such as White City - invest in arts, culture and creative industries for the borough, either by securing high quality arts and cultural spaces or by supporting existing creative programmes, as part of their development schemes		Interim Head of Economic Development and Learning Services, White Noise initiative, Developers	costs anticipated	
	22. LBHF will seek to encourage a wide range of art fairs and exhibitions into the borough, particularly within the borough's parks and open spaces	High	Events Team, Arts Development Officer	No additional costs anticipated	2016/17 and on-going
	23. LBHF will seek to involve artists and integrate artwork in its public realm improvement plans.	Medium	Head of Culture and Head of Highway Maintenance and Projects	External Funding	2016/17
	24. LBHF will seek through its land development and regeneration strategies to support the existing arts organisations to attract visitors to the borough and boost the local economy.	High	Arts Development Officer and Interim Head of Economic Development and Learning Services.	No additional costs anticipated	2017/18 and on going
	25. LBHF will work with developers, regeneration and commercial partners to establish temporary arts spaces in, for example, buildings earmarked for redevelopment	High	Arts Development Officer, Head of Economic Development and Learning Services Director of Asset Management and Property Services	No additional costs anticipated	2017/18 and on going
	26. LBHF will undertake a feasibility study to examine options for the presentation of part of the borough's own art collection - the Cecil French Bequest in a permanent home. This will include an approach to museums such as the Lady Lever Art Galleries in Port	Medium	Arts Development Officer	No additional costs anticipated	2017/18



	Sunlight to assess suitable levels of investment and profile amongst others <sup>2</sup> as well as initiating discussions with art restorers based in the borough to gauge levels of interest (for e.g at Sullivan Enterprise Centre)				
	27. LBHF will seek to participate in Open House, Totally Thames, Open Studios and other pan-London cultural festivals	Medium	Arts Development Officer	Costs to be determined	2017/18
	LBHF will actively support borough wide arts venues to attract major or significant arts programmes and ensure high profile communications	High	Head of Communications and Arts Development Officer	No additional costs anticipated	2018/19 and on going
	28. LBHF will work with Visual Arts organisations, Fulham Palace, Kelmscott House and the riverside attractions, to help promote these as destinations for out of borough visitors	Medium	Arts Development Officer	No additional costs anticipated	2019/20

**CREATION – STIMULATING LOCAL ARTISTIC ACHIEVEMENT**

Overview	Actions	Priority (Low, Medium, High)	Action owner	Potential Funding Stream	Timescale
	29. LBHF will produce a business perspective on the arts and cultural sector and creative industries, carrying out an audit of the facilities, activities, organisations, artists and creative services across Hammersmith and Fulham with the aim of benchmarking current levels of activity in the sector.	High	Interim Head of Economic Development and Learning Services and Planning Officer	Internal	2016/2017
	30. LBHF will work with the Library service, other venues,	High	Arts Development	Internal and	2016/17

<sup>2</sup> A consultant to undertake the feasibility study, examine funding/funder options etc. could be procured to do this.



	locations and service providers across the borough to enable an informal network of exhibition spaces		Officer and Development Manager	Grants for the Arts	
	31. LBHF in partnership with the developer Tideway and the Wellcome Trust Engagement Fellow, to explore the viability of buildings in Parks or open spaces (such as South Park) being used as a space to support visual arts provision (gallery/ workspace), recognising and celebrating the intersection between arts, science and technology.	High	Arts Development Officer, Wellcome Trust Engagement Fellow and Parks Manager	Internal and Wellcome Trust Fellow	2016/17
	32. LBHF will develop libraries as a cultural resource and space in which people can create and connect, in line with national (Arts Council England) policy and the council's own ambitions. LBHF will seek funding to develop a programme of cultural creativity which uses libraries both as spaces to animate and venues in their own right which can reach a different demographic. LBHF will link this work to health promotion activities, which are already a successful feature of what libraries offer	High	Library Service, Head of Culture and Dance West	External	2016/17
	33. LBHF will work with Public Health colleagues and the CCG to explore potential arts projects that will directly benefit the health and well being of residents, for example, singing on prescription	Medium	Head of Culture, Arts Development Officer, Public Health, Music Hub and CCG	External	2016/17
	34. LBHF will explore a partnership with the Koestler Trust, currently operating out of Wormwood Scrubs Prison, to develop a proposal for keeping the prison arts charity in the borough and exploring potential opportunities to display the Cecil French Bequest	Medium	Head of Culture, Koestler Trust, Planning	External	2016/17
	35. Arts Network to explore options to develop the borough arts venues and libraries (see 35) as hubs for artists and arts development.	High	Arts Network, Arts Development Officer and Head of Service in Libraries	Venues, Internal and Grants for the Arts	2017/18
	36. LBHF will explore options to develop libraries as local				

	hubs where artists can connect, show work and/ or use rooms that are not booked for other activities.				
	37. LBHF will develop the use of the Glass Box as a curated exhibition space for local artists to showcase their work.	Medium	Arts Development Officer, Amey and Arts Network	External	2017/18
	38. LBHF will work with land owners, developers and property owners to provide affordable studio space for artists and creatives <sup>3</sup>	High	Arts Development Officer, Planning Officer, ACAVA	No additional costs anticipated	2018/19 and on going
	39. LBHF will support and encourage, through provision of contacts and advice, the use of empty buildings as pop-up galleries and venues for local artists to exhibit and sell their work.	Medium	Arts Development Officer and Planning, and Regeneration	Internal	2018/19 and on going
	40. LBHF will promote the borough's creative industries to raise their profile, and will initiate activities to help attract new and industry-leading creative industry technology businesses to the Borough.	Medium	Arts Development Officer, LBHF Communications Team, Principal Business Investment Officer and the Arts Network	Internal	2018/19 and on going
	41. LBHF will support the Lyric to work with HF ArtFest to develop the case for an even wider and fuller community arts festival in 2018.	Medium	Arts Development Officer and the Lyric	External	2018/19
	42. LBHF will work with local educational institutions (such as LAMDA and Imperial College), businesses, public, creative industries and arts organisations to maximise	High	Arts Development Officer and Interim Head of Economic	Internal	2019/20 and on going

<sup>3</sup> The provision of studio space was a widely reported issue during the period of consultation. It is possibly the highest priority perceived by artists and creatives that emerged through the consultation.

	employment opportunities for local people in the arts and creative industries.		Development and Learning Services		
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**INCLUSION – ARTS FOR EVERYONE**

Overview	Actions	Priority (Low, Medium, High)	Action owner	Potential Funding Stream	Timescale
	43. LBHF will ensure that inclusion and increasing access to the arts for all residents and communities in the borough is integral to relevant council grant aid and funding programmes	High	Arts Network and Arts Development Officer and Head of Community Investment	Internal	2016/17 and on going
	44. LBHF will direct council support to programmes and projects that encourage the participation of socially excluded groups in the arts	High	Arts Development Officer	Internal	2016/17 and on going
	45. LBHF will support SMEs/emerging organisations, such as HF ArtsFest, enabling them to become financially sustainable so that they can continue to deliver their participatory community based creative programmes	High	Arts Development Officer and Arts Network	Esmee Fairbairn Foundation/Tudor Trust	2016/17
	46. LBHF will apply to Arts Council England for strategic funding to enhance the libraries’ role as a place for local residents and artists to engage with each other, exploring the potential for a model similar to IdeasTapp’s ‘Artists at Home’ scheme	Medium	Arts Development Officer, Riverside and Libraries Team	ACE, Grants for the Arts, Libraries Strategic Fund	2016/17
	47. LBHF will work with the Lyric Hammersmith, A New Direction, education and children and young people’s service providers to establish a Cultural Education Partnership and to support the development of both	Medium	Lyric Hammersmith, A New Direction, Head of Culture, Schools and providers of	No additional costs anticipated	2016/17 and on going

	curricular and non-curricular based programmes of arts activities for children and young people that provide opportunities for them as creators, participants and audiences. LBHF will be an active member of the CEP – advising as appropriate.		Children’s services (including Music Hub), Riverside Studios		
	48. LBHF will review the borough’s programme of events to explore whether there are opportunities for local artists to be part of LBHF events, for example the borough’s firework display and Playdays	Low - Medium	Arts Network, Arts Development Officer/ Events Manager	No additional costs anticipated	2016/17
	49. LBHF will, while options for a permanent home are being explored, seek to provide access to the Cecil French Bequest by taking high resolution pictures of the collection and making these available to schools and colleges	Medium	Head of Culture	Internal	2016/17
	50. LBHF will promote the arts in outdoor spaces such as Lyric Square and other public spaces	Low - Medium	Lyric Hammersmith, Hammersmith London Arts Network, Events Team, Parks and Open Spaces Manager	No additional costs anticipated	2016/17
	51. LBHF will explore how to collate and promote in one place all of the benefits available to local residents from local arts organisations e.g Lyric Free First Night scheme	High	Head of Culture and Arts Network	No additional costs anticipated	2016/17
	52. LBHF will support the work of the Triborough Music Hub as they carry out a programme of workforce development in early years work across sites in Hammersmith and Fulham (2016 - 2018)	Medium	Head of Culture, Music Hub, Arts Network	No additional costs anticipated	2016/17
	53. LBHF will work with a range of private, public and third sector partners to develop a plan to tackle barriers, including financial ones, to accessing and participating in the arts	High	Arts Network and Arts Development Officer	Internal	2017/18 and on going

	54. LBHF will establish a youth arts forum, working in partnership with youth service & arts providers to promote and support projects that encourage the participation of children and young people in arts activities	High	Members of the Arts Network, Music Hub and Arts Development Officer	Internal	2017/18 and on going
	55. LBHF will explore mapping community infrastructure to assess reach and engagement, create a community facilities map which includes and promotes the full mix of local events, venues, businesses and manufacturers, along the lines of New York City's "Green Map"	Medium	Arts Network and Arts Development Officer	Internal	2019/20
	56. LBHF will explore options to create an art trail through the borough that encourages increased connectivity between the three town centres – Shepherd's Bush, Hammersmith and Fulham – and with the river	Medium	Arts Forum and Arts Development Officer BID	External funding applications – Grants for the Arts, Sustrans	2017 – 2019
	57. LBHF will examine approaches to develop cultural commissioning as a means to secure engagement of older people in the arts. To improve health and well being, LBHF will review the JSNA when exploring joint projects with arts providers	Medium to High	Arts Forum, Arts Development Officer, Bush Theatre, Youth Club, CCG, Health & Wellbeing Board	Baring Foundation, CCG	2017/18 and on-going
	58. LBHF will review how to support the vast range of grassroots (or community-led) performing arts, music and dance clubs active across the borough. Mapping and awareness raising will support increased engagement	Medium	Arts Development Officer	No additional costs anticipated	2017/18 – 2018/19
	59. LBHF will examine the opportunities to provide free exhibition space to local artists in council owned and managed buildings across the borough	Medium	Arts Development Officer / Property Management	No additional costs anticipated	2018/19 and on going
	60. Following a review of the local demography, LBHF will examine approaches to develop cultural commissioning, as a means to secure the engagement	Medium to High	Arts Network, Arts Development Officer, Children's services /	Baring Foundation, CCG	2018/19 and on going

	of children and younger people in the arts to expand their horizons, ambitions and improve educational attainment		Children’s partnership, Youth Forum		
	61. LBHF will work with healthcare providers to promote the positive effects of participating in arts activity on health and wellbeing	Medium	Arts Network, Arts Development Officer, Health & Wellbeing Board, CCG	CCG or external funding	2019/20 and on going
	62. LBHF, through the provision of information, advice and support, and by working in partnership with arts providers and the creative industries sector, will research and explore the opportunity and capacity to increase the number of apprenticeships within creative organisations in the borough by offering support and information	Medium	Interim Head of Economic Development and Learning Services , Arts Network, Arts Development Officer, Arts Organisations, West London College, Creative industry business leaders	No additional costs anticipated	2020/21 and on going
	63. LBHF will promote the public artwork sited and exhibited at the Imperial College Healthcare Hospitals	Low	Arts Development Officer	No additional costs anticipated	2020/21

## Appendix A: The arts in Hammersmith & Fulham today

We already have a thriving arts scene in Hammersmith & Fulham in many ways. We are home to a number of large and prestigious arts organisations with national and international reputations and we house a vibrant, diverse population of small organisations and artistic activity.

### **Destination**

The borough has a strong and long established performing arts presence, with the Lyric and Bush Theatres. We are home to the London Academy of Music and Dramatic Art (LAMDA), an international centre for drama training.

Music features strongly across the borough with a rich commercial offering that includes Eventim Apollo, O2 Shepherds Bush Empire and Bush Hall - one of only seven independent venues remaining in London offering a wide range of arts based activities.

Our riverside locations offer ample opportunities for use as cultural sites, with the soon to be re-opened Riverside Studios providing a range of cultural spaces.

Equally Fulham Palace, country residence of the Bishop of London and Kelmscott House, once home to William Morris, provide us with ample opportunity to demonstrate the borough's rich cultural histories.

The borough is host to fascinating and unique archives including Youth Club's archive focused upon Youth Sub-Cultures, Riverside's extensive archive and the artist Alasdair Hopwood's False Memory Archive.

### **Creation**

The dynamism of local arts activity beyond our high profile organisations is evidenced in a range of activities from the borough wide Artists at Home initiative active for over 40 years, to the more recent HF ArtsFest, a new festival on the calendar.

Despite the BBC relocating, they retain a strong presence in the borough. This media presence has provided us with a technological and creative footprint upon which to build.

We are proud that ACAVA continue to provide facilities to support visual artists, building on work that commenced in Hammersmith in the early 70s.

### **Inclusion**

Our musical diversity is represented in offerings such as the schools based Music Hub, The Music House for Children and Fulham Opera.

The vibrancy of cultural venues is evident in POSK, the Polish Cultural Centre, the Irish Cultural Centre and The Bhaven as well as organisations such as the Kurdish Association.

We support an excellent network of libraries and we want to ensure that they retain their community engagement and literacy development role, acting as focal points throughout the borough.

Commercial galleries, social enterprises and community interest companies are taking root in the borough and working with schools, colleges, community groups and artists. Examples include Studio 106, Youth Club and The Apothecary Gallery.

Through the adult learning classes run by the council, hundreds of residents create arts and crafts every year.



## Economic Regeneration, Housing & the Arts PAC Work Programme 2016/17

7 <sup>th</sup> June 2016 Small Hall, HTH, 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
The Arts Strategy	Donna Pentelow	To review the Council's proposed Arts Strategy.

5 <sup>th</sup> July 2016 Courtyard Room, HTH. 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
Libraries	Mike Clarke/Sue Harris/Helen Worwood	To consider the priorities of the service.
Update on the Resident Involvement Structure	Nilavra Mukerji / Daniel Miller	To receive an update on the Council's work to establish a structure consisting of a number of panels and groups designed to provide Council Tenants and Leaseholders with greater decision making powers and increased involvement

6 <sup>th</sup> September 2016 Clem Attlee Residents Hall, 6:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
The Older Persons Housing Strategy and Sheltered Accommodation	Nilavra Mukerji	To consider the new Older Persons Housing Strategy review the Council's provision of sheltered accommodation and support for older residents.
The development of new KPIs for Mitie	Steven KIRRAGE	To review the development of new Key Performance Indicators for the housing contractor Mitie. The new KPIs will more accurately monitor residents' key priorities

## Economic Regeneration, Housing & the Arts PAC Work Programme 2016/17

<b>1<sup>st</sup> November 2016</b>		
<b>St John's Church, Vanston Place. 7:00pm.</b>		
<b>ITEM</b>	<b>LEAD OFFICER</b>	<b>REPORT BRIEF</b>
Update on Bloemfontein Road and North End Road re high street regeneration, including the Empty Shops Strategy and Council owned shops	Antonia Hollingsworth	To scrutinise what the administration has done over regeneration of North End Road and Bloemfontein Road and to discuss future plans and proposals for the two areas. For the North End Road Action Group (NERAG) to report on their work over the last year and a half. To consider what action has been taken to tackle the problem of empty shops.
Economic Growth Strategy 2016-26	Sally Agass	To discuss the new Economic Growth Strategy.
Social Lettings Agency	Nilavra Mukerji / Labab Lubab	To consider the benefits of a Social Lettings Agency working in the borough.

<b>13<sup>th</sup> December 2016</b>		
<b>Small Hall, HTH. 7:00pm.</b>		
<b>ITEM</b>	<b>LEAD OFFICER</b>	<b>REPORT BRIEF</b>
Housing for disabled people	Helen McDonough	To consider the proposed actions for meeting the housing needs of disabled people
Housing for refugees and asylum seekers	Nilavra Mukerji	To provide an overview of what the Council does to provide housing for refugees and asylum seekers, and the rules and funding streams relating to these.
Scaffolding	Kath Corbett/Stephen KIRRAGE	To explain the Council's policy on the use of scaffolding in relation to social housing maintenance.

## Economic Regeneration, Housing & the Arts PAC Work Programme 2016/17

<b>Potential Future Items</b>		
<b>ITEM</b>	<b>LEAD OFFICER</b>	<b>REPORT BRIEF</b>
Adult learning	Sally Agass / Eamon Sconlon	To review the adult learning curriculum delivered by the Council, to consider the results of the recent Ofsted inspection and to understand the impact of government reviews of learning outside of schools.
Tackling worklessness	Sally Agass/ Rashid Aslam/ Gordon Smith	To assess the impact of the Government's welfare reforms and the measures undertaken by the Council to help people back into work, including the OnePlace project with JobCentre+
The Council's home energy strategy and measures to tackle fuel poverty	Nick Austin/Justine Dornan	To review the work of the Council to make homes as fuel efficient as possible and how vulnerable residents will be protected during the winter