

# The Economy, Housing and the Arts Policy and Accountability Committee Agenda

Wednesday 9 September 2020 at 6.30 pm  
Online - Virtual Meeting

## MEMBERSHIP

Administration	Opposition
Councillor Rory Vaughan (Chair) Councillor Rowan Ree Councillor Ann Rosenberg Councillor Helen Rowbottom	Councillor Adronie Alford

**CONTACT OFFICER:** Charles Francis  
Committee Co-ordinator  
Governance and Scrutiny  
☎: 07776 672945  
E-mail: [charles.francis@lbhf.gov.uk](mailto:charles.francis@lbhf.gov.uk)

## THIS MEETING WILL BE HELD REMOTELY

It will be streamed via YouTube on: <https://youtu.be/rUIm6vYwwNM>

To ask a public question, you will need to register to speak at the meeting.

To do this, please send an email to [charles.francis@lbhf.gov.uk](mailto:charles.francis@lbhf.gov.uk)  
by 12pm on Tuesday 8 September 2020 and joining instructions to the Teams  
meeting will be sent to you.

Rights of access to meetings are subject to the provisions of the Local Government  
Act 1972 and the Local Government (Access to Information) Act 1985.

# The Economy, Housing and the Arts Policy and Accountability Committee Agenda

9 September 2020

<u>Item</u>	<u>Pages</u>
<b>1. APOLOGIES FOR ABSENCE</b>	
<b>2. ROLL-CALL AND DECLARATIONS OF INTEREST</b>	
<p>To confirm attendance, the Chair will perform a roll-call. Members will also have the opportunity to declare any interests.</p> <p>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.</p> <p>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.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
<b>3. MINUTES</b>	4 - 15
<p>To approve the minutes of the meeting held on 16 July 2020.</p>	
<b>4. PUBLIC QUESTIONS</b>	
<p>For the Chair to invite those members of the public that have registered to speak, to ask questions on the reports within the agenda.</p> <p>To ask a public question, you will need to register to speak at the meeting.</p> <p>To do this, please send an email to <a href="mailto:charles.francis@lbhf.gov.uk">charles.francis@lbhf.gov.uk</a> <b>by 12pm on Tuesday 8 September 2020</b> and joining instructions to the Microsoft Teams meeting will be sent to you.</p>	

- 5. PROGRESS REPORT ON UPSTREAM** 16 - 22  
This is a progress report on Upstream's work since it last reported to the PAC in September 2018.
  
- 6. ARTS COMMISSION UPDATE** 23 - 32  
This report provides an update on the work of the Arts Commission.

# Agenda Item 3

London Borough of Hammersmith & Fulham  
The Economy, Housing and the Arts Policy  
and Accountability Committee  
Minutes



Thursday 16 July 2020

## **PRESENT**

**Committee members:** Councillors Rory Vaughan (Chair), Rowan Ree, Ann Rosenberg, Helen Rowbottom and Adronie Alford

**Other Councillors:** Councillors Lisa Homan and Andrew Jones

**Officers:** Gerry Crowley (Head of Allocations and Lettings), Glendine Shepherd (Assistant Director, Housing Management), Mark Meehan (Chief Housing Officer), Chris Reynolds (Programme Manager, The Economy Department), Jo Woodward (Chief Planning Officer), Karen Galey (Assistant Director, the Economy Department) and Charles Francis (Committee Services)

### **1. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **2. ROLL - CALL AND DECLARATIONS OF INTEREST**

Councillor Adronie Alford declared a non-pecuniary interest in relation to Item 6 – The Economy – Recovery Overview and Lessons Learnt, as she had been a user of Adult Education Services in the past at the Macbeth Centre. As this did not give rise to a conflict of interest, Councillor Adronie Alford remained in the meeting and participated in the item.

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

Councillor Alford expressed concern that the agenda had not included an update on the work of the Arts Commission. The Chair explained he understood the importance of bringing a report on the Arts Commission to a Committee meeting. However, he felt that items relating to changes to the Council's Housing Allocation Scheme and the Covid-19 pandemic needed to be considered as a priority.

The Chair confirmed that a report providing an update on the Arts Commission would be considered at the next meeting.

In relation to the actions of the previous meeting, Councillor Rowan Ree highlighted he had not received information on the following: planning fees, cost savings from the fire safety plus scheme and information on the small tap big change programme.

The Clerk confirmed this information would be re-circulated outside the meeting.

**RESOLVED:**

That the minutes of the meeting held on 27<sup>th</sup> January were agreed as a correct record.

**4. PUBLIC QUESTIONS**

There were no public questions received.

**5. PROPOSED CHANGES TO THE COUNCIL'S HOUSING ALLOCATION SCHEME**

Gerry Crowley (Head of Allocations and Lettings), introduced the report which set out six proposed changes to the Council's Housing Allocation scheme. The Housing Allocation Scheme sets out the rules by which the Council allocates affordable rented accommodation. The purpose of these changes was to help ensure those residents with the greatest need were prioritised for the right housing solution.

Details were provided on the six proposed changes, which were:

1. To improve the way in which the Council allocates its housing stock and to ensure this is done in a fair and transparent way by introducing an online digital platform. The platform will enable the Council to advertise its housing stock to those on the housing register and allow applicants to play a more active role in their housing journey.
2. To take action, to ensure that those residents living with disabilities are prioritised for the right housing solution. Therefore, accommodation which has been adapted or is deemed adaptable by our Occupational Therapy service is prioritised for those that need it most.
3. To help more young adults leaving care with the best possible start as they transform to adulthood, by increasing their priority award to Band 1 whilst increasing the annual quota for Children Leaving Care from 30 to 40 housing lets.
4. To avoid and reduce the number of households in expensive temporary accommodation, officers recommend a change to the policy which will allow those homeless households that work with our housing prevention service and have their homelessness successfully prevented by accepting accommodation in the private rented sector, to remain on the housing register.

5. To qualify to join the Council's housing register, applicants are required to meet the local residency criteria, i.e. resident in the borough for 5 of the last 7 years. So young people with SEN are not disadvantaged, it is proposed to change the policy, to ensure that time spent outside the borough to access SEN services will be disregarded, this will ensure that young people with special education needs are not disadvantaged as they transition to adulthood.
  
6. To propose that Local Lettings Plans are automatically implemented for all new housing developments consisting of five or more social housing units. The lettings plans will prioritise qualified local residents living on the effected estate or the immediate locality before opening up to the rest of the housing register

The Chair thanked officers for the comprehensive overview and invited questions from the Committee.

In relation to the first proposed change, Councillor Adronie Alford explained she was worried about residents having the necessary access to go online and secondly, she asked, what actions were officers taking to manage the expectations of those residents applying online for housing. In response, Gerry Crowley explained that although all the fine detail was still a work in progress, residents would be able to use computers at a variety of municipal buildings, and an accessibility programme would be also rolled out in parallel (to new Housing Allocation Scheme). He explained that arrangements would be made to ensure those residents without internet access were not excluded. In terms of managing expectations, Gerry confirmed that, presently, properties / choice were not overly visible and the intention was to create a bespoke online product which could advertise properties, the outcomes of properties and create data sets which would be able to inform residents where their best opportunities for housing lay.

Commenting further, Councillor Lisa Homan, Cabinet Member for Housing, explained that a new bespoke online platform would bring far greater transparency and one of the greatest benefits would be allowing residents to consider properties without having to visit them in person and so immediate housing options could be discounted if they were not suitable. It was noted that the Council had used the Locata system in the past, but this had become clunky and dysfunctional which was one of the reasons why it was discarded.

Councillor Adronie Alford reiterated the points which had been made about Locata and explained she was worried there was a possibility that the new online platform might follow the same path. In response, Gerry Crowley explained that officers were very mindful the issues which had beset Locata in 2013 and lessons had been learnt.

Councillor Rowan Ree commended the recommendations within the report and the proposal to develop and new online platform. He highlighted it was important to involve residents throughout the transition to a new system. Noting the 5 main

suppliers, Councillor Rowan Ree asked whether officers had liaised with other Councils to learn from their experiences. Gerry Crowley explained that officers needed a 'green light' before they could proceed further, but confirmed that the Council had spoken to other Authorities. The Committee noted the 5 main suppliers were already on the Council's procurement framework, so it would be relatively easy for them to be invited to demonstrate their systems, and officers had already drawn up the Council's specification.

Asking a supplementary question, Councillor Rowan Ree noted recommendation two sought to improve access to those in the greatest need and he asked what provision was being made for members of the armed forces (currently serving or veterans). He explained he was aware of the exemptions to the residency test for veterans and asked officers to comment further. In response, Gerry Crowley explained that the Council had signed up to the Armed Forces Covenant, and, in terms of the allocations policy, the residency test did not apply to the Armed Forces. Additional priority was also given to the Armed Forces. Gerry confirmed that new Government Guidance had been issued and the Council was in the process of responding to this. In addition, the Council was currently looking at introducing a Champion for the Armed Forces on Housing's front-line team.

**Action: That Gerry Crowley provide the Committee with a copy of the Council's proposed response to the new Government Guidance on Housing Allocation for the Armed Forces.**

Councillor Helen Rowbottom accepted that residents would be able to use terminals in municipal buildings to access the online platform, but thought that the Council needed to be more proactive in relation to access, especially during the Covid period. She asked whether the new online platform would have the ability to save search preferences and also send / generate text messages to those on the housing register. In response, Gerry Crowley confirmed that as the new online platform was bespoke, there would be an ability to build in functionality around automation, texting, emailing, and some of the features which had already been considered included automatic notifications for particular cohorts such as disabled families waiting on adapted properties.

Providing assurance, Mark Meehan, Chief Housing Officer, commented he had successfully introduced online platforms at two other Local Authorities and a thorough consultation with residents would be undertaken to help identify any groups which might be excluded from the online process. In terms of transparency, the online platform would also enable residents to see what types of property became available and where these were within the borough. Making a final point, Mark Meehan explained that the new Armed Forces guidance was issued on the CLGF website last week and all Committee members would be provided with an internet link to this. He also confirmed that the Council had a close working relationship with the Oswald Stoll Foundation, based in Fulham

Councillor Lisa Homan confirmed that, as well as these work streams to improve digital inclusion, the Council would be working closely with the Citizen's Advice Bureau's digital champions. It was noted that just over a week ago, 35 residents

attended the Housing Reps Forum (which significantly exceeded previous attendance).

The Chair reiterated there would be a public consultation about digital exclusion and, if the right system was chosen, this would benefit everyone. More information, rather than less was best, and it was likely that this would change people's behaviour (in terms of housing allocation applications). It was noted that the online platform could not alter the housing stock the Council held, but the increased transparency would assist in managing residents' expectations. The Chair confirmed he endorsed the six recommendations in the report, but also highlighted the important topic of homelessness within the Private Rented Sector that had not been raised so far. The Chair commented that recommendation four was vital, as this addressed residents' concerns that, if they accepted accommodation in the Private Rented Sector, then they would not lose their place on the Housing Register.

The Chair asked how the offer for young adults leaving care would change with the proposals (made in the report) and what assistance would they receive moving to a more independent setting. In response, Gerry Crowley confirmed that before any young adult left care, there was a full assessment process, as well as a leaving care panel that would convene to consider a priority matrix to assess whether the young adult was ready to move. An assessment would also be made about what types of support were required and Housing worked closely with Children's Services to ensure an appropriate tenancy was offered.

The Chair asked what the time frame was for the proposals to be considered at Cabinet and, subject to approval, when the recommendations might be implemented. In response, Gerry Crowley explained he was unsure of a Cabinet date at this stage, but in terms of the ICT platform roll-out, he confirmed it would take at least six months.

## **RESOLVED**

That the Committee endorsed the six recommendations within report.

## **6. THE ECONOMY – RECOVERY OVERVIEW AND LESSONS LEARNT**

Mark Meehan (Chief Housing Officer), provided a brief introduction. He explained that Chris Reynolds, (Programme Manager, The Economy Department), would provide the Committee with a short slide presentation which covered those measures taken by the Economy to mitigate the impacts of Covid-19 on the department during the initial 'response' phase, those lessons learnt to date, and those plans currently being implemented by services during the transition from response to 'recovery' phase.

Chris Reynolds explained that in June 2020, the Economy Department undertook its own 'lessons learnt exercise' where services were asked to consider 'what we've learnt from the crisis, have changed and want to keep, stopped and can let go, need



to return to in some form and need re-imagining. All these findings were recorded in a 'lessons learnt log'.

Chris Reynolds explained that the consistencies observed across the department included:

- That Economy Department services were robust and had adapted quickly to a more solution-based and risk-focused approach to service delivery.
- That The Economy Department had a committed workforce that had adapted quickly to the situation and was focused on delivering services in new ways.
- That the workforce transition to remote working had been facilitated by the technology systems in place which had been functioning well.
- That borough residents had proven to be amazingly resilient but needed further support to develop IT capabilities and the confidence to adapt to new ways of working.

The presentation provided details on a series of key changes and developments across the constituent departments within The Economy Department and some of the key service headlines were as follows:

- **Homelessness services** have continued to improve the welfare of rough sleepers and enhance Partnerships with the voluntary sector, businesses and statutory agencies. Emergency accommodation has been delivered to over 275 rough sleepers and people at risk of rough sleeping at pace, and into good quality emergency accommodation. 52 people accommodated without recourse to public funds.
- **Growth & Planning services** have evidenced that they can be delivered almost entirely remotely, with decisions continuing to be made to enable development/regen in the borough. The Development Team has delivered positive/alternative methods of consulting with residents and stakeholders, trialling live/online consultations, as well as innovative new techniques, such as 'fly-throughs' (virtual/online journeys) of developments.
- **Neighbourhood services** have continued to improve resident welfare and minimise the impacts to Sheltered Housing residents. The team have increased the number of phone lines open to residents to compensate for reception closures and remote working, and supported residents by carrying out a schedule of telephone welfare checks and delivering regular service update newsletters to sheltered residents. The team are in the process of carrying out phone surveys with all 950 Sheltered residents to address the current gap in direct customer feedback about our service.
- **Economic Developments Enterprise Team** introduced a three-month rent holiday to commercial tenants and market traders. Employment Brokerage support for residents and employers is now online and phone

based, and the team continues to share jobs and apprenticeship opportunities with VCS partners, directly referring residents to vacancies.

- **Adult Learning Services (ALSS)** have continued to deliver 58% of courses online during the crisis.

Commenting on the presentation, Councillor Andrew Jones, Cabinet Member for The Economy, underlined the importance of the lessons learnt log (and the data that still needed analysis) and thanked officers within the Economy and Housing Teams for all their hard work. In particular, that officers had succeeded in distributing several waves of funding, engaged with hundreds of businesses, shown innovation in online working and kept enterprise clubs and almost 60% of adult education provision going during the lockdown period.

In relation to Sheltered Housing provision, Councillor Lisa Homan confirmed that during the lock down period, the Council conducted a deep clean of all its sheltered housing and also regularly cleaned communal areas which ensured there were no outbreaks. Cllr Homan expressed her thanks to the Pinnacle caretakers and staff who undertook the cleaning. With regards to compliance work (such as fire safety and electrical testing), it was noted that the lockdown had created a small backlog, but this was being actively addressed and had reduced significantly. Councillor Homan expressed her thanks to all Housing staff for their commitment and attendance throughout the lockdown period and the various workstreams which had continued.

Councillor Helen Rowbottom noted that the different departments had been working differently and it was interesting to see which facets could be retained in future working (such as high levels of engagement with residents). Asking a supplementary question, she asked how the Council intended to respond the activities which had taken place with future proofing, especially within the Economy Department and how buildings and space might be used differently in the borough / the implications this would have on both private and public property.

In response, Mark Meehan commented that staff had been extremely resilient and productive but had also been working extremely long hours. Therefore, it had been important during the lockdown period in particular, that senior leadership kept in regular contact with the workforce and that mental health and well-being levels were monitored. It was noted that 80% of both the Economy and Housing workforces had been working from home and there had been no adverse service impacts.

Joanne Woodward, Chief Planning Officer, confirmed that Planning had investigated how management levels, case officers, enforcement and technical support officers were working. Moving forwards, the Planning Service recognised that collaboration was key, especially with regards to large cases where input from colleagues across a variety of disciplines was important. A key message was that it was now not about working from home, but working from anywhere. It was important that colleagues got together when possible. Site visits and planning enforcement activities had posed a series of different challenges during the lockdown period but the service had been ably assisted by residents which had monitored activity within their local communities.

Karen Galey, (Assistant Director, The Economy), echoed the previous sentiments and confirmed that while some large-scale meetings had been held successfully online, residents' feedback had suggested that face to face meetings remained important. Although ensuring 60% of the Adult Learning Service could be delivered online, this had brought about a number of other challenges which needed to be addressed, most notably the risk of social isolation and ensuring there was improved engagement in the future was important.

Councillor Helen Rowbottom explained that she had wondered whether staff had enjoyed a different pace or a flexed role during the lockdown period. Asking a supplementary question, she enquired whether there might be an opportunity to look at the Oxford Economics Report and in particular, the sectors the Council would need to develop to future proof the economy in Hammersmith and Fulham at a future Policy and Accountability Committee meeting.

In relation to engagement with local businesses, Councillor Rowan Ree asked officers about the percentage of businesses the Council had spoken to during the lockdown period and whether the Council had contacted businesses or vice versa. In response, Karen Galey explained that at the start of the lockdown a comprehensive communications campaign was launched, as a considerable amount of information needed to be disseminated to businesses in the Borough. It was noted that the Borough was already well networked, but the Council also set up weekly meetings with all the business champions in the borough, which were Chaired by Councillor Guy Vincent. Overall, Karen Galey confirmed it was difficult to gauge what the impact on businesses had been, however, it was encouraging that there were a number of resilient sectors within the economy such as science, digital and tech (tempered by the reliance on hospitality, retail and creative which had been badly affected).

Councillor Rowan Ree asked about the communications the Council had undertaken with the larger employers in the borough, including how many employees were external to the borough and would normally commute in. In response, Karen Galey explained the Economy Department had been advising all businesses about safely reopening, including the reintroduction of staff to the workplace. Karen Galey explained that one of the largest challenges for the borough, was the staff for the businesses tended to reside outside the borough and so were reliant on public transport (where there was little confidence at present).

Returning to Councillor Helen Rowbottom's previous point about using space differently, Karen Galey explained that businesses, as well as the Council, would be looking at ways to consolidate space and the impact would be felt across the borough (and have an impact on the local economy and high street). Karen Galey confirmed, this was where the 'shop local, shop safe' campaign had been introduced to safeguard the resilience in the local economy.

Councillor Rowan Ree noted the Council had been issuing various guidance to businesses, and he asked what the levels of compliance had been like. In response, Karen Galey conformed that overall the levels of compliance had been good, notwithstanding the extra resources which had been used in some areas, such as

keeping the market open in North End Road (so that residents could redeem their rose vouchers).

Councillor Rowan Ree noted the report mentioned the numbers of planning applications had decreased but also that the Planning Department were looking at new ways of generating further income and asked for further details on this. In response, Joanne Woodward confirmed that the number of household applications had declined by 30% between April and June 2020. However, in the last few weeks, there had been a significant recovery and now householder applications were very close to pre-Covid levels. She confirmed that there was very little change in the numbers of major applications and indeed developers had shown a willingness to press forward with larger schemes during this period. In terms of innovation, Joanne Woodward confirmed that the Planning Department had used digital Design Review Panels to raise revenue and also to offer a better service. With regards to raising revenue, it was noted the Council could not alter the fees and charges for householder developments, but was in a position to increase its charges for larger schemes through mechanisms like Planning Performance Agreements and pre-application fees. It was noted that fees were regularly benchmarked across London, but offering improved and an enhanced digital service was a growth area.

Councillor Adronie Alford commended the work of sheltered housing staff. Councillor Adronie Alford asked a series of questions which were: whether deep cleans in sheltered housing would be maintained, whether or not the Macbeth Centre would ever re-open for practical classes, and finally, she expressed concern at the lack of social distancing she had observed on the North End Road (given the Council's enforcement role).

In response, Karen Galey explained that officers would be conducting a review of the Macbeth Centre to ensure it was safe to re-open and also looking at its digital offer, but the intention was to re-open the centre. Karen Galey also confirmed that stewards were patrolling the North End Road and the Council was aware that enforcing social distancing remained an ongoing challenge. Glendine Shepherd, (Assistant Director for Housing Management) confirmed that a new robust cleaning schedule had been put in place with Pinnacle Cleaning. Although this would not be deep cleans, this would be additional cleaning, especially of communal areas. Previously, these areas had been cleaned every several days and now they would be cleaned twice a day for the duration of the pandemic.

Councillor Adronie Alford thanked officers for their responses, but remained concerned about how practical classes could be delivered. In response, Karen Galey explained that risk assessments were currently ongoing for the Macbeth Centre and when it was safe to open, the intention was to re-open the centre in September 2020.

The Chair thanked officers for the comprehensive report and made a series of points which officers were asked to respond to.

Firstly, the Chair was pleased to see the business continuity planning which had been done (with ratings 1 to 4) and in a lot of key functions, many were operating at level 2 and then moved to level 1 (an equivalent pre-Covid service) after 6 April

2020, which was testament to the hard work of officers. Secondly, he thanked officers and Councillor Guy Vincent in their roles supporting the Business aspects, especially in disseminating the emergency grant funding to local businesses and he asked for further details on this. And finally, the Chair praised the work which had been done on rough sleeping and assisting residents to access temporary / emergency accommodation and he asked for further information on this, and, in particular, the work which was being done to ensure that people did not return to rough sleeping.

Responding on business continuity, Karen Galey explained that the government had provided the borough with over £40 million of grants. The majority of this was used to provide rates and rent relief for businesses (especially those in hospitality and retail which were particularly badly affected) and it was a challenge to ensure this was disseminated as quickly and efficiently as possible (with the right money going to the right people). Karen Galey also provided details of how the discretionary 5% top up grants were used to help those businesses which had not received funding from any other sources, as well as the rent holiday and payment plans which had been developed to help commercial businesses. Details were provided on the London Growth Hub and the one to one advisor support that was provided to businesses including the setup of a business hotline.

With regards to rough sleeping, Glendine Shepherd, Assistant Director for Housing Management, confirmed the Council responded to the government policy of 'everyone in' and had accommodated over 275 rough sleepers (including rough sleepers, those using night shelters and those at risk of becoming rough sleepers) to ensure there were no rough sleepers in Hammersmith and Fulham. At present, officers were developing robust pathways for individuals, so nobody returned to the streets and so far, individual solutions had been found for approximately 120 to 130 persons. Glendine Shepherd confirmed the Council was working in partnership with St Mungo's to assist residents sustain their tenancies in the future.

Mark Meehan, Chief Housing Officer, confirmed the Council was very quick to respond to the government's 'Everyone In' campaign and could not have achieved this success without its partners. It was noted that there had been no deaths (to date) from the cohort of 283 rough sleepers and the Housing Department was awaiting further funding announcements from the government in the near future.

Adding further comments, Councillor Lisa Homan explained that as Cabinet Member for Housing, she had received a number of referrals about people who were perceived to be homeless at the onset of the pandemic and there had been a fantastic response from officers and the voluntary sector to these requests.

The Chair noted some of the general themes which had emerged during the pandemic, not least the emphasis on flexible working and working from home. He asked how new ways of working was going to be taken forward corporately, as this would be a sea change (far less face to face meetings) in the way in which the Council delivered services in the future (such as the possible loss of area housing offices).

In response to the Housing points, Glendine Shepherd confirmed that Housing officers were now conducting far more visits to residents on the estates (with the PPE), rather than residents visiting Council buildings. There were also additional telephone lines, so a variety of services were more accessible. She also confirmed that corporately, the Recovery Board was actively investigating new ways of working across the Council.

At the invitation of the Chair, Adriaan van Zyl, Chairman of the Housing Representatives Forum, noted the new ways of working which had been previously discussed, but highlighted it was essential that Housing officers were available to residents in person to assist them. In response, Mark Meehan confirmed that going forwards, there would be mixed economy of staff working from home but also a proportion of staff conducting visits to residents, so hopefully staff would become more visible on the estates. No decision had been taken about closing any of the area housing offices and what the lock down period had illustrated was that it was possible for officers to work anywhere using portable ICT such as phones, tablets and laptops.

Summing up the discussions, the Chair thanked officers and senior Councillors for all their efforts during the lockdown period, given the large amount of extra work which had been done by the Housing and Business Departments of the Council. The Chair welcomed the flexible working approach (which had worked well) and confirmed the Committee would appreciate looking at the continued recovery phase for the Economy and Housing Departments at a future meeting.

**RESOLVED**

That the Committee reviewed and commented on the report.

**5. WORK PROGRAMMING**

The Chair introduced the item and suggested the Committee could be provided with an update on the work of the Arts Commission and Upstream to the next meeting.

Meeting started: 6.30 pm  
Meeting ended: 8.21 pm

Chair .....

Contact officer: Charles Francis  
Committee Co-ordinator  
Governance and Scrutiny  
☎: 020 8753 2062  
E-mail: charles.francis@lbhf.gov.uk



# Agenda Item 5

## London Borough of Hammersmith & Fulham

**Report to: THE ECONOMY, HOUSING AND THE ARTS POLICY AND ACCOUNTABILITY COMMITTEE**

**Date: 09/09/2020**

**Subject: PROGRESS REPORT ON UPSTREAM**

**Report of: Karen Galey (AD, Economy); Prema Gurunathan (MD, Upstream)**

**Responsible Director: Tony Clements**

### Summary

This is a progress report on Upstream's work since it last reported to the PAC in September 2018.

Upstream is a partnership between LBHF and Imperial College London. The setting up of Upstream was a recommendation of the Industrial Strategy 'Economic Growth for All' published in July 2017. Within the Industrial Strategy, its remit encompasses some of the 'West Tech' theme but also supports work across all the other three themes (see Appendix 1).

Upstream was launched in January 2018 with a mission to help turn the borough into a leading destination for the science, tech and creative industries and to help transform White City into an innovation district.

Over time, it has become clearer how Upstream's new approach and activities are helping to deliver the Industrial Strategy.

Firstly, Upstream supports the arrival of key anchor companies and helps galvanise and build relationships with the science, tech and creative businesses whose engagement is critical to the delivery of the Industrial Strategy. Upstream has engaged business in the Borough in a way not done before. Secondly, Upstream supports science, tech and creative businesses through initiatives and events, as set out below from 1.12-1.15. Thirdly, through its convening and connecting, Upstream has helped stimulate the ecosystem in H&F.

### Recommendations

1. For the Committee to note and comment on the report.

**Wards Affected: All**

### H&F Priorities

Please state how the subject of the report relates to our priorities – delete those priorities which are not appropriate



Our Priorities	Summary of how this report aligns to the H&F Priorities
<ul style="list-style-type: none"> <li>Building shared prosperity</li> </ul>	Supporting the arrival of anchor companies in the Borough; engaging them in a way not previously done. Engaging and supporting science, tech and creative industries in H&F through initiatives and events that support business growth. Supporting the Industrial Strategy Board and its working groups. Ensuring that businesses are aware of initiatives offered by LBHF, charities and Imperial that help share prosperity in the Borough. During COVID-19, supporting H&F's work around an economic response/recovery, in particular discretionary grants.
<ul style="list-style-type: none"> <li>Being ruthlessly financially efficient</li> </ul>	Working on lean resource, building relationships that allow business-support events and initiatives to be held at no cost at various venues; leveraging relationships to provide experts and high-profile speakers to the business community. Now beginning to look to diversifying Upstream's funding for longer-term organisational sustainability.
<ul style="list-style-type: none"> <li>Taking pride in H&amp;F</li> </ul>	Promoting H&F as a great place for the science, tech and creative industries. Taking steps to help transform White City into an innovation district.

**Contact Officer(s):**

Name: Karen Galey  
 Position: AD, Economy  
 Telephone: 07714078681  
 Email: karen.galey@lbhf.gov.uk

**Background Papers Used in Preparing This Report**

None.

1.1 Upstream is a partnership between LBHF and Imperial College London. It was established in January 2018 with a mission to help turn the Borough into a leading destination for the science, tech and creative industries and to help transform White City into an innovation district.

**Structure and resource**

1.2 Upstream started with a Managing Director (job-share between Prema Gurunathan and Jenni Young). Jenni Young left in February 2019 and till

January 2020, this role was covered on a three-day a week basis by Prema Gurunathan, with an events temp on a similar arrangement. The Upstream team now includes Ms. Gurunathan on four days a week, alongside a full-time Stakeholder Engagement Manager who was joined by an Events and Marketing in April during lockdown. A small operational budget comes from Imperial College London whilst the cost of staffing is split between LBHF and Imperial College.

1.3 Upstream's MD reports to Karen Galey (AD, Economy) and John Anderson (Director of Financial Strategy, Imperial College). The Enterprise Advisory Group which helped steer and advise the partnership was dissolved and it is expected that Upstream will receive such functions from one of the Industrial Strategy's working groups.

## **Objectives**

1.4 In 2019, Upstream's main focus was on events as these were high visibility and helped create groundswell at 'grassroots' level in the business community. Behind the scenes, it continued to engage and work with key stakeholders, laying the groundwork for the formation of the Industrial Strategy Board in early 2020.

1.5 From now till the end of 2021 (when funding has been agreed to between LBHF and Imperial College), its priorities are: a) To have galvanised support for the industrial strategy and recovery plan amongst anchor businesses and key organisations in the Borough b) To have created a recognisable community of science, tech and creative businesses and entrepreneurs who are engaged with Upstream and the wider industrial strategy c) To have created and organically grown the brand of the White City Innovation District such that it is used by businesses in the area and recognised by a wider target audience. The above objectives contribute directly to the four pillars set out in the Industrial Strategy (see Appendix 1).

1.6 Two more parochial objectives are to d) Lay the groundwork for diversification of Upstream's funding, with other players, in addition to H&F and Imperial College London supporting the organisation financially e) Improve governance, accountability and access to expert advice

1.7 The approach Upstream adopts is to work (more) effectively in partnership with the likes of H&F's wider economic development team, Imperial's White City Incubator, ScaleSpace, Imperial College's Business School as well as the likes of Blenheim Chalcot, anchor businesses and arts organisations in the Borough.

1.8 Upstream last updated the EHA PAC in September 2018. It is pleased to do so again and sets out below the partnership's progress..

## **Contribution and progress**

1.9 Since Upstream last updated the EHA PAC, it has become clearer how Upstream's work helps deliver the Industrial Strategy. Firstly, Upstream

supports the arrival of key anchor companies and helps galvanise and build relationships with the science, tech and creative businesses whose engagement is critical to the delivery of the Industrial Strategy. Upstream has engaged business in the Borough in a way not done before. Secondly, Upstream supports science, tech and creative businesses through initiatives and events, as set out below from 1.14-1.17. Thirdly, through its convening and connecting capabilities, Upstream has helped stimulate the ecosystem in H&F.

- 1.10 Upstream has a digital community of just over 2,800 members (including newsletter and social media). This represented a growth of 66% from Dec. 2018 to Dec. 2019. In autumn 2019, Upstream launched a [podcast](#) where it highlights the innovative businesses in H&F.

### **Industrial Strategy Board**

- 1.11 Upstream's 2019 innovation breakfast at White City House provided the template for H&F's leadership to engage with target businesses at C-suite level. The strong external attendance at the breakfast was repeated later in the year, reflecting the interest by businesses in the Industrial Strategy as well as Upstream's ability to engage and convene.
- 1.12 Upstream worked closely with AD Economy to set up the Industrial Strategy Board (which met for the first time on 27 February 2020) and assisted with the setting up of the Board's three working groups (Enterprise, Place-making and Education/Skills). Again, this will be a step-change in the way and breadth of the Borough's engagement with businesses.
- 1.13 Through Upstream's stakeholder engagement work, LBHF has met with the likes of the CEO of dunnhumby and UKTV, the global sustainability director of YOOX-NET-A-PORTER and the CEO of Founders4Schools (an ed-tech company) that is now working with LBHF's Education department to improve careers advice and work experience opportunities in H&F schools. All these companies will be involved in the Industrial Strategy Board or its working groups.

### **Supporting science, tech and creative businesses**

- 1.14 A regular programme of events and business support initiatives covering the pain points of businesses including marketing, sales, pitching (to investors), fundraising (from venture capital and angels), recruiting tech talent and leadership. In 2019, a women entrepreneurs' workshop organised with the White City Incubator, offering a free creche and attracted 35 attendees. Five pro-bono experts/speakers delivered the material for the workshop, four of these experts were local residents/businesses.

New programmes launched include the Deep Tech Network. Started in May 2018, with Upstream working in conjunction with Imperial's Chemistry Department, Enterprise team and White City Incubator, the Deep Tech Network draws together the varied disciplines (e.g. life sciences, health and med tech, security, clean-tech) which want to make fundamental improvements to the grand challenges in society. The network has proved itself to be a vibrant and welcomed initiative, drawing attendees from across the UK and is scheduled to take place three times a year.

1.15 London Tech Week (LTW) remains an important point for Upstream. In 2019, Upstream partnered with Blenheim Chalcot, Huckletree West and White City Place in delivering a policy breakfast and an extremely well-attended evening talk/social. The latter attracted over 120 attendees and featured the COO of BBC Design and Engineering, OpenCell, STEM charity Generating Genius and a partner from Blenheim Chalcot as speakers. This eclectic line-up showed the range of what is deemed to be relevant in 'tech' within H&F. In addition, the introduction of 'social partners' meant tech businesses in the Borough had ownership of the evening and that LTW had a west London home too. See Upstream's LTW video [here](#). This year, Upstream's programme on behalf of LBHF saw the borough selected as one of seven to be part of LTW's inaugural 'Borough Day'. Upstream's 'Tech for Impact' and evening social should as a result of this support, have a higher profile.

1.16 On the creative front, Upstream ran a creative meetup with the Royal College of Art (RCA) where speakers included the BBC and Soho House in 2018. In 2019, Upstream partnered with the Lyric Hammersmith to host an evening to raise the profile of their CSR programmes amongst potential corporate and other local supporters.

### **Convening, coordinating and connecting.**

1.17 In 2019, Upstream began to convene the White City Employee Value Proposition (EVP) group of organisations whose members include Novartis, the BBC, YOOX-NET-A-PORTER, Imperial College, and The White Company. The group looks at how it can collectively improve employee attraction and retention in White City. Early wins include sharing of good HR practise when moving into White City and a shared staff retail discount scheme..

1.18 Upstream offers 1-2-1 assistance to businesses and over the last two years , successes included connecting two local female-led businesses, with the result of the more successful business leader joining the other's business as an NED; introducing a tech startup to a relevant professor/researcher at Imperial College and a senior director at an FMCG conglomerate; helping one of Imperial's department with student-work placements and regularly sharing CSR and other LBHF charitable initiatives with the business community. Upstream also continues to coordinate any applications that Imperial College London puts into UKRI which require LBHF support.

## Impact of COVID-19

- 1.19 With the outbreak of COVID-19, Upstream moved its events and assistance online. We instituted e-coffees for businesses to sign up to and also actively reached out to businesses. This resulted in a good understanding of the problems different businesses were facing and where possible, we signposted and connected them to help available.
- 1.20 In addition to highlighting the offers (space, products, events) from local businesses through our communication channels, here are some other ways Upstream has made a difference during COVID-19: a) Connecting an Imperial AI startup to LBHF, who assisted with identifying vulnerable local residents who then received a range of support including food parcels b) Connecting YOOX-NET-A-PORTER to LBHF who in turn drew upon the digital expertise of the company's staff to create a website (H&F Circles) for a community group c) Pivoting our events programme to suit the needs of businesses. The 'Recalibrate' series featured experts who advised our audience how to build relationships online in order to achieve sales; to present and pitch virtually; to improve their PR presence and a coaching session on finding purpose. d) convening the White City EVP group to discuss return to work and good practices around the challenge.
- 1.21 Within the Upstream team, Stephanie Powell helped design the process for the dispensation discretionary grants and worked as an assessor alongside LBHF colleagues. Prema Gurnathan set up and runs Patch, a volunteer mentor matching service that operates under LBHF's auspices.

### List of Appendices:

**All exempt information must be placed in an exempt appendix. As much information as possible must be in the open report, exempt appendices should therefore contain as little information as possible.**

*Appendix 1*

### **Industrial Strategy – background (four themes)**

The Council's Industrial Strategy was launched in July 2017 with the aim of making the Borough "the best place in Europe to do business" and ensuring that all residents and businesses benefit from economic growth within the Borough.

The Industrial Strategy is underpinned by four key themes:

- West Tech, which aims to establish an innovation district around White City, focusing on an Innovation and Growth Partnership between the Council and Imperial College
- Encouraging Enterprise, which aims to deliver more affordable workspace, drive superfast broadband and take an 'economic and social value' approach

to procurement to create new opportunities for local firms and jobs and training for residents

- A Great Place in London, which is aimed at improving town centres, promoting and developing the Borough's Arts, Culture and Leisure scene; taking steps to improve the reputation of Hammersmith & Fulham internationally; and building 10,000 new homes
- People – Economic Growth for All, which aims to ensure that all residents share in the Borough's economic prosperity by leveraging relationships with anchor institutions, improving local supply chains and developing tailored apprenticeship and employment and training and business start-up support packages.

## London Borough of Hammersmith & Fulham

**Report to:** THE ECONOMY, HOUSING AND THE ARTS POLICY AND ACCOUNTABILITY COMMITTEE

**Date:** 09/09/2020

**Subject:** ARTS COMMISSION UPDATE

**Report of:** Cabinet Member for the Economy and the Arts - Councillor Andrew Jones

### Summary

As pledged in the council's Manifesto 2018-2022, Hammersmith & Fulham has established an independent Arts Commission (AC) to ensure that its collective arts and cultural strengths are maximised to deliver greater economic prosperity for the Borough. This report provides an update on the AC's development.

### Recommendations

For the Committee to note and comment on the report.

**Wards Affected:** All

### H&F Priorities

Our Priorities	Summary of how this report aligns to the H&F Priorities
<ul style="list-style-type: none"> <li>Building shared prosperity</li> </ul>	<p>The AC represents a significant opportunity for the council to build on its shared prosperity through the harnessing of our creative economies to further the borough's economic growth.</p>
<ul style="list-style-type: none"> <li>Creating a compassionate council</li> </ul>	<p>The AC will further the Council's ability to provide compassionate high-quality services that residents can rely on.</p>
<ul style="list-style-type: none"> <li>Doing things with local residents, not to them</li> </ul>	<p>Through a bottom-up approach taken across the public consultations prior to the AC's inception and the committed representation of residents and stakeholders amongst the Commission's panel, we have sought to enshrine resident engagement from the outset.</p>
<ul style="list-style-type: none"> <li>Being ruthlessly financially efficient</li> </ul>	<p>The commission seeks to generate insights that could produce significant return, both financially and socially for all residents.</p>
<ul style="list-style-type: none"> <li>Taking pride in H&amp;F</li> </ul>	<p>The AC will further enhance the council's arts friendly reputation; a key building block of a borough-wide identity that all residents</p>

can take pride in.
--------------------

**Contact Officer(s):**

Name: Thomas Dodd  
Position: Arts Development Officer  
Telephone: 07814239702  
Email: Thomas.Dodd@lbhf.gov.uk

---

**1. UPDATE**

- 1.1. Since the committee's last update, the council's Arts Commission has transitioned online with a revised programme to address the sector wide impacts of COVID-19. Two sessions have been now held online with the commission's remaining five sessions projected across the next quarter and its findings due for publication by the end of 2020.
- 1.2. With the approval of the EHA committee, People Make It Work Ltd (PMIW) were appointed to manage and direct the process and were awarded the contract for AC consultancy services in August 2019. Since that time the commission has made strong progress, remaining on target for delivery of the commission recommendations in December 2020.
- 1.3. The commission has been working constructively towards achieving the goals set out in the original brief from LBHF, delivering in line with a remit that sought to:
  - Understand the crucial questions it needs to ask in order to explore arts and culture in the borough
  - Examine the arts and culture scene within Hammersmith & Fulham and its impact for the future
  - Bring a broad range of expertise to questions about arts and culture in H&F
  - Gather evidence through primary and secondary research in order to have an informed debate
  - Produce a set of recommendations for the borough

**2. STRATEGIC BACKGROUND**

- 2.1 Currently underway are two key pieces of policy within the Economy Department, that have directly informed the AC's remit and ensuring its strategic focus.
  - a) The Arts Strategy is built around the three core themes of 'destination', 'creation' and 'inclusion'. Outlining a vision to make Hammersmith and Fulham:



- 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 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, fostering local jobs, businesses and economic growth.
- b) The H&F Industrial Strategy, *Economic Growth for Everyone*, reflects the council's ambition to make the borough the best place to do business in Europe. Key areas impacting the Arts Commission can be seen in its objectives to:
- Develop land policy to deliver affordable flexible workspace for STEM, digital and creative industries.
  - Create new co-working and creative spaces, including council guaranteeing leases in exchange for profit share.
  - Review licensing to support a vibrant night time economy and review planning flexibility for pop-up events.

### **3. ARTS AND CULTURE IN EXTRAORDINARY TIMES**

- 3.1 On the 26<sup>th</sup> May 2020, the commission met to explore the theme of 'Arts & Culture in Extraordinary Times'. Commissioners were asked to report on their observations of the impact of the crisis on Hammersmith and Fulham, and the wider arts and cultural sector.
- 3.2 Commissioners considered the impact of the current health crisis and economic impact of lockdown under three over-arching questions:
- What are the short-term implications of Covid-19 on arts and culture in Hammersmith and Fulham?
  - How are local authorities and arts organisations preparing for a 'new normal' of social distancing?
  - What might a post-pandemic period look like for arts and culture? What might look and feel familiar, and what might be radically different?
  - What are the short-term implications of Covid-19 on individuals and communities, and on arts and culture in Hammersmith and Fulham?
  - How are local authorities and arts organisations preparing for a 'new normal' of social distancing?
  - What might a post-pandemic period look like for arts and culture? What might look and feel familiar, and what might be radically different?

### **4. APPOINTMENT OF COMMISSIONERS**

- 4.1 The AC's independent Chair, Johnathan Church and PMIW took care in appointing commissioners to reflect a broad cross-section of the borough's arts practitioners and cultural stakeholders as well as gender equality and diversity standards. A full list of commissioners and their biographies is included in the attached Appendix 1.

## 5. SESSION OVERVIEW

- 5.1 To date six themed sessions have convened across the borough. An outline of each session's focus is included below:

No.	Theme	Venue	Speakers	Date
1.	Existing Activity: <i>What cultural activity is happening across the borough, where isn't it happening, how much of it is excellent and what would it take for it to be better supported and developed?</i>	Hammersmith Town Hall	Rosie Whitney-Fish (DanceWest)  Sian Alexander (Lyric)	9 <sup>th</sup> July 2019
2.	Social Impact: <i>What challenges are there in our borough that could be (at least partially) addressed with arts and culture, and what steps would we need to take to make this happen more?</i>	The Invention Rooms (Imperial)	Mellezia Natasha (The Rena Initiative)  Sally Taylor (the Koestler Trust)	10 <sup>th</sup> September 2019
3.	Diversity and Inclusion: <i>How might Hammersmith and Fulham make diversity and inclusion a more central focus of its plans for arts and culture?</i>	Lyric Theatre	Lynette Linton and Lauren Clancy- The Bush  John Macneely (Action on Disability)	17 <sup>th</sup> October 2019
4.	Cultural Hubs and Town Centres: <i>How have other boroughs/cities/countries created rich cultural hubs that are vibrant, relevant and sustainable, and what would it take to create more of these in Hammersmith and Fulham?</i>	3 Shortlands	Susie Grey (Nine Elms)  Andy Robinson (FutureCities)	5 <sup>th</sup> November 2019

5.	<i>Long-Term Strategy: How have other boroughs and places created change through investing in and enabling arts and culture and how long did it take for that impact to be realised? what alternative funding and resourcing models might be considered in this strategy?</i>	Bush Theatre	Patricia Bench (HammersmithLondon)	21 <sup>st</sup> January 2020
6.	<i>What are the short-term implications of Covid-19 on individuals and communities, and on arts and culture in Hammersmith and Fulham? How are local authorities and arts organisations preparing for a 'new normal' of social distancing? What might a post-pandemic period look like for arts and culture? What might look and feel familiar, and what might be radically different?</i>	Zoom (Virtual)	64 Million Artists	26 <sup>th</sup> May 2020
7.	<i>Participation. Commissioners begin reviewing a selection of draft recommendations fielded by the PMIW.</i>	Zoom (Virtual)	Arts Commission Panel	8 <sup>th</sup> June 2020

## 6.0 LONDON BOROUGH OF CULTURE

- 6.1 A direct result of the AC's formation is evidenced in the borough's participation in the GLA's London Borough of Culture (LBoC) competition, with members of the LBoC delivery team drawn directly from the AC's panel members and steering team, establishing clear oversight of both projects.
- 6.2 The borough's bid resulted in the winning of a Cultural Impact Award announced by the GLA on 11<sup>th</sup> February 2020. Cultural Impact Awards are granted to boroughs for exemplary individual projects highlighted in their bids to be awarded funding up to £200,000.

6.3 The borough's 'Sounds like Hammersmith & Fulham' programme will mark the start of a new 10-year arts programme to develop the next generation of stars from a talented, local pool of young musicians. The first major output resulting from the work of the commission.

## **7.0 CONCLUSION**

7.1 The AC is part of H&F's commitment to do things with residents, rather than to them, and involve residents directly in shaping services and opportunities in the borough. With the delivery of the AC's findings the borough can expect a set of powerful and imaginative ideas and recommendations for improving cultural life in our borough.

7.2 The next session is expected for September 2020 where the panel will begin drafting a set of recommendations that will inform arts and cultural policymaking and investment, setting the course for the council's cultural renewal.

## **8. CONSULTATION**

8.1. Most Council Departments have been directly involved in one or more resident-led commissions, but none have been directly consulted on this report.

## **7. EQUALITY IMPLICATIONS**

7.1. The report is for information. There are no recommendations so there are no equality implications arising from this report.

7.2 Implications verified/completed by: Fawad Bhatti, Social Inclusion and Policy Manager, tel. 07500103617

## **8. LEGAL IMPLICATIONS**

8.1. The report is for information and there are no legal implications arising from this report.

## **9. FINANCIAL IMPLICATIONS**

9.1. There are many and varied potential financial implications of the outcome of resident-led commissions, where recommendations are approved and agreed by Cabinet, however, this report is for information. There are no recommendations so there are no direct financial implications arising from this report.

## **10. IMPLICATIONS FOR LOCAL BUSINESS**

10.1. The report is for information. There are no recommendations so there are no implications for local business arising from this report.

## **11. COMMERCIAL IMPLICATIONS**

13.1 The report is for information. There are no recommendations so there are no commercial implications arising from this report.

13.2 Implications verified/completed by: Andra Ulianov, Procurement Consultant, tel. 07776672876.

## 12. IT IMPLICATIONS

12.1. The report is for information. There are no recommendations so there are no ICT implications arising from this report.

## 13. RISK MANAGEMENT

13.1 The report is for information. There are no recommendations so there are no Risk Management implications arising from this report.

### Appendix 1

The full list of commissioners' biographies is included below:

Sarah Ahern	Sarah is the co-founder of Ginza, a start-up that enables hotels to offer their guests unique experiences hosted by local creatives and entrepreneurs. Prior to launching Ginza, Sarah was entrepreneur in residence at travel tech company Secret Escapes. She began her career in the energy industry, working in strategy and finance at Statoil (now Equinor) across the company's offices in Oslo, Bergen and London. She has a double masters in Management from HEC Paris and CEMS, and an undergraduate degree in Economics from the London School of Economics. Sarah is also a fellow of the Centre for Entrepreneurs. She is a keen home cook and an avid consumer of literature and drama - both on stage and on screen. Sarah has lived in the borough since 2015 with her husband and their rescue dog, Florence.
Muz Azar	Muz is an artist and founder of HQI, an alternative and artist-led institution to support and encourage developing visual and recording artists. HQI is based in White City Place in Wood Lane.
Victoria Brignell	Victoria Brignell is a radio producer and has been paralysed below the neck since she was six. She is Chair of Action on Disability, which provides a range of services to disabled people in London. She is a trustee of Magpie Dance that aims to empower people with learning difficulties by giving them the chance to participate in dance. She is also Chair of Hammersmith Amnesty International Group and an ambassador for the international disability charity CBM UK. She has written

	<p>widely about disability issues, including for the New Statesman, where for four years she wrote a regular feature. Victoria has raised funds for several charities and previously served as a school governor and a local board member of Catalyst housing association. In 2013 she was awarded an honorary doctorate by Anglia Ruskin University for being a 'disability champion'.</p>
Nathalie Carrington	<p>Nathalie is a theatre-maker, drama facilitator and arts-based researcher based in Hammersmith &amp; Fulham. She graduated from LAMDA with a degree in Professional Acting in 2011 and went on to work professionally in regional, national and international productions.</p> <p>Following this, Nathalie studied a masters in Inclusive Arts Practice at the University of Brighton and in 2016 founded This New Ground, a performing arts organisation that seeks to elevate the artistic voices of learning disabled people in Hammersmith &amp; Fulham. As founder and artistic director, Nathalie oversees a varied programme of creative activities and projects centred around This New Ground Collective, which is made up of 15 learning disabled people and artists. This New Ground aims to remove barriers &amp; increase access for learning disabled people to lead, make and participate in the arts.</p>
Cinzia D'Ambrosi	<p>Cinzia D'Ambrosi is an independent photojournalist and founder of the Photojournalism Hub and the Hate Hurts project.</p> <p>She has a masters in Photojournalism and Documentary Photography from the London College of Communication, University of London. She is a passionate advocate for human rights and social justice and has covered investigative photo stories on the exploitation of miners in illegal coal mines in China, the impact of hidden homelessness on women and children in the UK and police violence against refugees and asylum seekers in the Balkans. She has worked on many projects in collaboration with international charities, NGOs and extensively with Amnesty International.</p> <p>Through the Photojournalism Hub, she has presented talks, curated exhibitions and Photojournalism Nights in the borough, and has involved the local communities in open forums to help lead change.</p> <p>Her ongoing photography project 'Hate Hurts' is currently an Amnesty International campaign and on a touring exhibition in Czech Republic. Hate Hurts was selected for the European Month of Photography in Bulgaria (2018) and won an award from the Photographers Gallery in London (2017).</p>

Ella Golt,	<p>She has a first-class Fine Art degree from the University of East London, a masters from the Slade School of Art and has carried out extensive research in clowning. Ella directs her own company - Ella The Greats mini Circus - and also works as a workshop facilitator at And Circus in partnership with West London Zone. Ella The Greats mini Circus is an interactive family show, working across London in parks, galleries and community organisations, such as the H&amp;F CommUNITY Day and HF Arts Fest. She also works closely with charities, outreach programmes, refugee groups, festivals - including Mboka in The Gambia - and has over 20 years' experience in social circus.</p>
Rebecca Pelly Fry	<p>Becca originally trained as a sculptor at Northumbria University while working with film, performance and installation art. For the past year, she has been head curator for Elephant West, a new contemporary art space in White City. Previously, Becca was director and curator of Griffin Gallery (inside the Head Office of art materials manufacturer, ColArt International) where she curated the majority of the exhibitions at the gallery between 2013 and 2018 and oversaw an artist residency programme, as well as the annual Griffin Art Prize. Prior to her role with ColArt, Becca worked as an arts development officer for both Kensington &amp; Chelsea and Camden councils, delivering borough-wide arts development programmes, festivals and large scale public art events.</p>
Steven North	<p>Steve is the general manager for UKTV's comedy and entertainment channels which include Dave, W, Gold, Yesterday and Really. He started his career at UKTV in 2001 as a scheduler, before leading the highly successful rebrand of UKTV G2 to Dave. Under Steve's astute leadership, the channel has invested in a raft of brand-defining UKTV shows including BAFTA and Emmy-nominated 'Taskmaster', 'Judge Romesh' and the return of multiple award-winning 'Red Dwarf'. In 2016, Steve led the evolution of pay entertainment channel Watch to W, with a new brand position and target audience. An exciting fresh slate of original content accompanied the rebrand with recent shows such as 'Emma Willis: Delivering Babies' and 'Inside The Ambulance' topping the ratings. Steve has also overseen the growth of original content on Gold, with stand-out hits such as 'Murder on the Blackpool Express' and 'Death on the Tyne'. Prior to</p>

	UKTV, Steve was a Media Planner for the BBC and worked in Presentation at Viacom.
Chris Tranchell	<p>Chris was born in Ringwood Hampshire and trained at the Bristol Old Vic Theatre School with the likes of Brian Blessed and Patrick Stewart.</p> <p>He went on to star in the 'Survivors' as Paul Pitman and featured in a number of 'Doctor Who' episodes before being a presenter on 'Play School' for eight years.</p> <p>Chris has played in theatres across the UK and was a founding member of the Margate Stage Company.</p> <p>He is a member of the Hammersmith Society and has lived in Brook Green with his family since 1967.</p>