

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: The Economy, Housing, and the Arts Policy and Accountability Committee

Date: Monday 28th November 2022.

Subject: Update on the development of the borough's new ten-year Cultural Strategy.

Report of: Nicki Burgess, Head of Business and Enterprise

Responsible Director: Jon Pickstone, Strategic Director for the Economy

Summary

Following the council's community-led Arts Commission, concluded in 2021, officers are now engaged in the drafting of a new borough-wide Cultural Strategy. The initiative will develop the commission's recommendations into a fully-fledged strategy to further boost the borough's thriving arts scene.

The strategy, due to be published in the first quarter of 2023, will seek to further our Manifesto 2022 pledge to: "Provide more cradle-to-grave opportunities for local people of all backgrounds to participate in creative and artistic activities for fun and personal satisfaction"

Recommendations

For the Committee to both 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.

H&F Priorities	How this report aligns to the H&F Priorities
Building shared prosperity	The Cultural Strategy presents a significant opportunity for the council to build on its shared prosperity through facilitating growth of the borough's creative sector to further the borough's economic growth in line with the goals of our ongoing Industrial Strategy.
Doing things with residents, not to them	Through a bottom-up approach taken from the strategy's inception and the committed representation of residents and stakeholders, we have engaged residents from the outset.
Being ruthlessly financially efficient	The strategy seeks to frame a model for financial investment and sustainability that will see significant return, both financially and socially for all residents.
Taking pride in H&F	The strategy will further enhance the council's

	arts friendly reputation; a key building block of a borough-wide identity that all residents and arts businesses can take pride in.
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Resources Used in Preparing This Report

- A) Progress Report:
[Agenda for Housing and Homelessness Policy and Accountability Committee on Tuesday, 6th April, 2021, 6.30 pm | LBHF](#)
- B) Arts Commission Final Report:
https://www.lbhf.gov.uk/sites/default/files/section_attachments/hf_arts_commission_final_report_with_images.pdf
- C) Economic Growth for Everybody, An Industrial Strategy for Hammersmith and Fulham:
https://www.lbhf.gov.uk/sites/default/files/article_attachments/economic-growth-for-everyone-web-rev1.pdf
- D) 'Rising to the challenges of our time, together'. Labour Manifesto 2022:
<http://democracy.lbhf.gov.uk/documents/s120330/Appendix%201%20-%20HF%20Labour%20Manifesto%202022.pdf>

1. Background

1.1. The new Cultural Strategy will provide a strategic framework that reflects our aspirations for local economy, ecology, inclusion, access, and enhancing the quality of people's lives and neighbourhoods. Based on the trialled recommendations of the Arts Commission, the strategy will act as an anchor document to support fund-raising and inward investment for the arts sector.

1.2. The Cultural Strategy is being drafted to meet the following shared objectives:

- **Capture a unifying vision**, one that draws on the energy of the sector and ensures that culture in H&F is greater than the sum of its parts.
- **Focus on action**, drawing on the great work already underway and rapidly providing a framework to underpin arts programming at the Civic Campus.
- **Encourage creativity**, supporting and enabling experimentation rather than acting as a straitjacket and draining partners' enthusiasm.
- **Provide the rigour needed** to support external fund-raising and inward investment, inspiring and building confidence among potential funders

2. Process

2.1 The drafting of the Cultural Strategy is taking place over a projected 6-month period, starting September 2022, and delivered in phases each with distinct workstreams.

2.2 The focus of this work is in building a coalition of support for the new vision and engaging with partners in the sector. A member-led governance board, including Cllr. Andrew Jones (Cabinet Member for the Economy), Cllr, Sharon Holder (Cabinet Member for the Public Realm) and Cllr. Mercy Umeh (Lead Member for Culture and Heritage) is currently overseeing the work.

2.3 The work programme is adaptable so that it can respond to stakeholders' and members' ideas and views and to ensure our shared objectives are met.

Phase 1: launching initial engagement and doing the groundwork. This covers two workstreams:

- Launching engagement and managing the project.
- Compiling a sound evidence base.

Phase 2: collaborating to develop the strategy.

- Developing a shared future vision and strategy for borough.
- Mobilising the strategy.

Table 1: work programme for development of cultural strategy

Workstreams	Outputs
1. Launching engagement and managing the project.	<ul style="list-style-type: none"> ● Project plan ● Engagement plan ● Summary of initial round of engagement ● Scoping document ● Strategic drivers ● Initial document review.

Workstreams	Outputs
2. Compiling a sound evidence base.	<ul style="list-style-type: none"> ● Strategic document review ● Mapping of needs and assets ● Review of the borough's cultural needs and assets
3. Developing a shared future vision and strategy for borough	<ul style="list-style-type: none"> ● Engagement and communication plan for second phase, ● Workshop and engagement output summaries, ● Draft and final strategies, ● Definition of the roles of the Council and its partners
Workstreams	Outputs

<p>4. Mobilising the strategy (running in parallel with activity 3).</p>	<ul style="list-style-type: none"> • Delivery programme • Operating model and governance • Funding requirements • Fund-raising plan
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3. Progress

3.1 As of November 2022, we are reaching the completion of Phase 1 and completing preparations for Phase 2 work that will include further community engagement with key stakeholders, local organisations, and members. Phase 2 engagement work will further comprise of: themed workshops to be held with a range of stakeholders, a half-day conference held at local arts venue, targeted public engagement activities, and a public survey.

3.2 Next steps in the strategy's development will include a second round of engagement as well as actions to review a broad set of key Council strategic documents from a range of services, to ensure the new strategy will align with the Arts Commission report and background research, key organisational strategies, and other existing relationships.

3.3 To date, the delivery team has completed the following engagement activities and background research:

- Conducted x22 1:1 or small group conversations with a diverse range of senior H&F leadership, Arts Commission members, local networks, arts culture and heritage organisations, commercial venues and partners, Higher Education partners, funders and local charities, Hammersmith and Fulham BIDs, and Arts Council England. Phase 1 conversation list was reviewed and agreed by officers.
- Conducted x3 themed group conversations, with H&F officers working at all levels of the council, representing almost all Council service areas. The themes will provide a thematic underpinning for the strategy's commitments:
 1. Theme 1: Destination – boosting the local economy by developing and promoting a thriving borough for the arts.
 2. Theme 2: Creation – supporting people to create and produce excellent art of all kinds.
 3. Theme 3: Inclusion – giving residents from a wide range of backgrounds more opportunity to experience and participate in artistic and cultural activity.

4. Conclusions To Date

4.1 Emerging findings from Phase 1 engagement align well with the Arts Commission's recommendations, including wanting an ambitious vision for arts, culture, and heritage, describing its role in relation to improving health, wellbeing, future skills, growing the local economy and reducing inequalities.

In addition, feedback we have so far received has included:

- An Action Plan is essential to identify the existing and new projects required to achieve the outcomes of the strategy – including who will deliver the action, by when and the capacity and resources needed to do so.
- Culture may not be a top priority for many H&F businesses and residents, given the other more immediate existential pressures they currently face, however it does help anchor our creative industries sector.
- There is a need to coordinate and increase shared awareness, internally and externally, of the many cultural activities taking place across the borough. These happen largely in silos – internally (within and between council services) and externally (with other organisations, community groups and businesses). Collectively it is more than the sum of the parts – and could be even more so.
- Improving inclusivity and access to culture is essential across H&F.
- There is a need to be clear about the future role and capacity of the new Civic Campus team - in delivering its own new commercial strategy as well as the new cultural strategy.
- There are a number of emerging future investment and expertise requirements for the council.
- There are a number of questions and ideas being proposed about the future role of the council and expectation management in relation to working with its partners. For example, the council needs to describe its role as a partner and convenor/facilitator as well as a service provider; manage expectations realistically in relation to the resources it has available; and help others across the borough to define and clarify their roles in delivering the new strategy
- There are opportunities to make more of existing H&F assets in delivering culture across H&F as a borough.
- It is perceived by some that the 'story' of culture in H&F is being undersold and that it could and should be better celebrated.

Equality Implications

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

Legal Implications

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

Financial Implications

H&F will consider and make decisions around the level of investment that is required to deliver the recommendations within the new Cultural Strategy. This will have an impact on budgets within H&F.

Implications for Local Businesses

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

Commercial Implications

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

IT Implications

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

Risk Management

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