

# LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** The Economy, Arts, Sports and Public Realm Policy and Accountability Committee

**Date:** 29/03/2023

**Subject:** **Update on development of a Cultural Strategy for Hammersmith & Fulham**

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## SUMMARY

This report updates the Committee on progress in developing a ten-year Cultural Strategy for the borough.

Building on the recommendations of the Council's community-led Arts Commission, which concluded in 2021, and extensive engagement and consultation undertaken since officers last updated this Committee in October 2022, a draft final strategy is now close to completion and is summarised in this report for this Committee's views and input.

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## RECOMMENDATIONS

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

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**Wards Affected:** All

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<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	The draft Cultural Strategy recognises the central role arts, culture and heritage can play in driving economic growth, and ensuring that growth is inclusive in nature.
Doing things with local residents, not to them	The extensive consultation and engagement process undertaken throughout the strategy's development has sought to seek input and steer from residents and key stakeholder groups at all points.

Being ruthlessly financially efficient	The draft strategy acknowledges the need for external funding and investment to underpin the sustainability of the borough's arts, culture and heritage sectors, and a plan to secure that, in partnership with stakeholders.
Taking pride in H&F	Consistent feedback in the strategy's development, corresponding with the findings of the Arts Commission, underlined the will to promote the borough's rich arts, culture and heritage landscape widely, and the pride residents and stakeholders take in that.
Rising to the challenge of the climate and ecological emergency	The strategy identifies the need for the arts, culture and heritage sector to support net zero goals and identifies actions to help that happen.

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## Papers 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](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](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>

## Background

2. Since July 2022 the Council has been engaged in the drafting of an ambitious new ten-year cultural strategy for the borough that reflects our aspirations for the local economy, inclusion, access, and enhancing the quality of residents' lives and neighbourhoods and including a focus on the role of arts and culture in tackling the climate emergency.
3. Officers commissioned the consultants, Activist Group - also producing the Commercial Strategy for the Civic Campus - to develop the strategy, which has been based on the following four objectives:

- a) **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.
  - b) **Focus on action**, drawing on the great work already underway and rapidly providing a framework to underpin arts programming at the Civic Campus.
  - c) **Encourage creativity**, supporting and enabling experimentation rather than acting as a straitjacket and draining partners' enthusiasm.
  - d) **Provide the rigour needed** to support external fund-raising and inward investment, inspiring and building confidence among potential funders
4. Since this Committee last received an update in November 2022, a second phase of extensive public consultation and stakeholder engagement has informed the draft strategy and accompanying action plan presented in summary in this report.
  5. Officers, working with Activist Group, are now finalising the strategy and action plan, which will take into consideration comments of this Committee and a member-led governance group<sup>1</sup> overseeing the strategy's development, before it is formally approved and published, by summer 2023.
  6. Once finalised and approved the Cultural Strategy will complement and enable delivery of elements of other key Council strategies, including the refreshed Industrial Strategy.
  7. This report provides an overview of the progress made in devising the strategy, engagement efforts, and emerging themes, goals, and actions.

### **Drawing on the Arts Commission's recommendations**

8. From 2019-2021 the Council convened an independent Arts Commission (detailed further at Appendix One), made up of residents, volunteers, arts experts and local arts organisations.
9. The recommendations emerging from the Commission's work provided a foundation upon which the scope and general remit of the new strategy were developed, acting as a starting point for the creation of the new strategy, defining its overall objectives and the areas to address. These recommendations were:
  - Make a new cultural strategy.
  - Amplify and celebrate the diversity of the borough.
  - Embed culture into the Planning Policy Framework.
  - Uncover local strengths, wants and needs.
  - Join up what's going on in the borough
  - Shout about what's going on.
  - Build capacity inside the Town Hall with a fully resourced and staffed culture team.

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<sup>1</sup> The member-led working group includes Cllr Andrew Jones (Cabinet Member for the Economy), Cllr Sharon Holder (Cabinet Member for Public Realm), Cllr Patricia Quigley (Lead Member for Inclusive Community Engagement and Co-production) and Cllr Mercy Umeh (Lead Member for Culture and Heritage).

## **Stakeholder engagement process**

10. Activist Group were appointed by the Council to undertake the development of the Cultural Strategy, including an extensive engagement process, through which the views and opinions of a wide range of stakeholders were gathered and analysed. This included feedback from residents, community organisations, businesses, and other relevant groups with the aim of identifying key concerns, issues, and priorities that matter most to residents and key stakeholders across the borough.
11. The stakeholder engagement took place across two distinct phases:
  - Phase 1: Establishing an evidence base of priorities and issues (August – December 2022)
  - Phase 2 – Hearing the ‘word on the street’, testing indicative priorities for the strategy and developing an action plan. (December 2022 – March 2023)

The activities undertaken during these two phases are detailed at Appendix Two.

12. A key part of the stakeholder engagement was an online survey, promoted across Council platforms to engage the opinions of residents and other stakeholders and received 162 responses. The survey, alongside its EasyRead version, was accessible from any device with internet access, complementing the other elements of face-to-face engagement.
13. A half-day conference was also held on 1<sup>st</sup> March 2023, to analyse the draft strategy and its priorities with an invited audience to refine the proposed action plan sitting beneath it. As part of finalising the draft strategy, Officers and the Activist team are using the conference’s output to:
  - Gather feedback from stakeholders on the proposed strategy, including any concerns or suggestions for improvement.
  - Provide stakeholders with a clear understanding of wider council policy including the Industrial Strategy and how it aligns with the proposed cultural strategy.
  - Identify any potential ‘roadblocks’ or challenges that may need to be addressed before implementing the council’s strategy.
  - Develop a plan for how to communicate the Cultural Strategy to residents and wider stakeholders and how to involve them in the implementation process.

## **The emerging strategy**

14. The draft strategy - working title: ‘Create to Thrive’ - is a 10-year strategy and action plan for the arts, culture and heritage in Hammersmith and Fulham. It will take the form of a shared strategy and action plan for the organisations and individuals involved - and is intentionally not positioned as a strategy for the Council alone.

15. The draft strategy's outline vision and mission are:

**Vision** – Hammersmith & Fulham is a great place in which to live and work. We want it to continue to offer London's best mix of world-class culture, creativity and community arts reflecting our diverse heritage and contribute to the shared prosperity of the borough.

**Mission** – Building on our rich heritage, diverse communities and world class cultural organisations and institutions, we work together to ensure the benefits of culture are easily accessible to residents, visitors, businesses and investors.

## Themes and outcomes

16. The strategy presents three strategic themes, each supported by outcomes. These are intended to be delivered as a shared endeavour by all partners involved in the strategy's implementation, with specific responsibilities set out in an accompanying, detailed action plan. These themed outcomes are the fundamental goals that the strategy seeks to achieve, and they provide direction for all actions and decisions made during the implementation process:

- **Destination:** *An exciting and healthy place in which to live, work, study and visit.*
- **Creation:** *An even stronger cultural and creative sector driving the local economy*
- **Inclusion:** *Our residents benefiting from participation arts, culture and heritage.*

17. Each of these themes is underpinned by a set of 'supporting outcomes', as set out below, to be delivered through a detailed action plan:

<b>Theme 1. Destination</b>
<i>An exciting and healthy place in which to live, work, study and visit.</i>
<b>Supporting outcomes</b>
<ul style="list-style-type: none"><li>• <b>Civic Campus</b> as key cultural anchor and catalyst for rejuvenation.</li><li>• <b>Major developments</b> enhancing our arts and culture offer, reinforcing our creative economy.</li><li>• H&amp;F as a <b>well-known hub</b> for creative people, organisations and businesses.</li><li>• Co-ordinated and amplified <b>promotion</b> of our arts, culture and heritage events.</li><li>• Strengthened status as a <b>key destination for businesses</b> to locate and thrive.</li></ul>

## Theme 2. Creation

*An even stronger cultural and creative sector driving the local economy*

### Supporting outcomes

- An embedded **collaboration between schools and cultural institutions**, actively connecting young people from an early age with the arts, culture and the creative industries.
- More and better access to **learning, training, employment and business start-up support**.
- Increased **inward investment** for culture.
- **Resilient and sustainable** cultural organisations, community organisations and creative businesses.
- Existing and new **initiatives are joined-up**, reducing duplication.
- Arts, cultural and heritage organisations can tackle issues, increase investment and join up activities and promotion through a **robust strategic partnership**.
- The Council has **capacity** to deliver its Cultural Strategy commitments.

## Theme 3. Inclusion

*Our residents benefiting from participation in arts, culture and heritage*

### Supporting outcomes

- People know how to **access** events and activities and feel welcome.
- Arts, culture and heritage are popular **volunteering** options.
- Better understanding of how residents' needs can be met by **increased participation** in arts, culture and heritage.
- Our community organisations are supported to provide **cultural activities at the local level** in response to needs.
- People better **understand the history** of the borough and its communities, including young people in schools through arts and cultural education programmes.

18. The three strategic themes above are supported by a cross-cutting theme of climate underlining the role the borough's arts, culture and heritage sector has in supporting the borough's wider objectives of tackling the climate and ecological emergency.

### Cross-cutting theme: Climate

*A carbon net zero cultural sector by 2030.*

### Supporting outcomes

- Arts, culture and heritage organisations

- have achieved carbon net zero by 2030.
  - are involved in shaping climate action policy in the borough.
  - promote climate action to their audiences and the public
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- Arts and culture are used as tools to engage and educate young people about environmental sustainability and the climate emergency.

## Action Plan

19. The draft strategy's strategic outcomes are supported by an action plan, which identifies the projects, initiatives, events and activities – some existing, some new – that will achieve the outcomes envisaged in the draft strategy. This includes developing the partnerships and increasing the investment needed to make progress. The action plan for the Council and its partners:

- Has actions for the Council and partners.
- Is outcome-based, designed to achieve the vision.
- Has stretching but achievable actions that are measurable, with targets.
- Includes new and existing initiatives, projects and services.
- Identifies the capacity and resources required to deliver an action.
- Includes an investment / business development plan and actions where new capacity and resources are needed.

## Strategic Delivery Board

20. The draft strategy proposes that the Council will establish a new strategic partnership board to deliver the strategy, involving senior representatives of the creative industries, arts venues and grassroots community organisations. This strategic partnership board will be tasked with:

- Assessing the viability and prioritisation of new projects/programmes, taking into consideration resources required.
- Setting targets, measures and Key Performance Indicators to assess and maintain progress.
- Developing an investment plan.
- Overseeing delivery of the Action Plan.
- Sharing intelligence, encouraging cooperation and joining things up to reduce duplication of effort
- Taking remedial action when required
- Report on progress, both to the Council and the public.

## Next Steps

21. Officers are continuing to work with Activist Group, the consultants supporting development of the draft strategy, to refine the document and its actions, to include taking into account views of this Committee.

22. Formal Member approval of the final strategy will be sought following further engagement with the Member governance board steering the strategy's

development. It is envisaged that a fully designed and accessible strategy document would then be launched in Summer 2023.

23. In taking the action plan to delivery, Officers will work to ensure that a genuine co-production approach is taken.

## **LIST OF APPENDICES**

Appendix One – Background to the Arts Commission

Appendix Two – Detail of phases of stakeholder engagement



## Appendix One – Background to the Arts Commission

The Arts Commission based its recommendations around eight themed sessions and the questions they posed, outlined below:

- Existing activity - 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?
- Social impact - What challenges are there in our borough that could be addressed with arts and culture, and what steps would we need to take to make this happen more?
- Diversity and inclusion - How might H&F make diversity and inclusion a more central focus of its plans for arts and culture?
- Cultural hubs and town centres - How have other boroughs, cities and countries created rich cultural hubs that are vibrant, relevant and sustainable, and what would it take to create more of these in H&F?
- Residents' priorities - What do residents and workers in H&F value about the arts and culture scene and how would they like to see these develop? How might arts and culture meet the needs of younger residents?
- Participation and engagement - What role does arts and culture play in the skills and employability of people in our borough and what could be done to enhance and improve this?
- Artists leading change - How can artists and cultural leaders shape and enhance communities and places and what steps should we be taking to enable that?
- 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?

The Commission produced a report containing a set of recommendations for the borough as detailed at para. 8:

[https://www.lbhf.gov.uk/sites/default/files/section\\_attachments/hf\\_arts\\_commission\\_final\\_report\\_with\\_images.pdf](https://www.lbhf.gov.uk/sites/default/files/section_attachments/hf_arts_commission_final_report_with_images.pdf)

These recommendations provided a foundation upon which the scope and general remit of the new strategy were developed. Suggestions given served as a starting point for the creation of the new strategy, defining its overall objectives and the areas to address. Building on these recommendations, the strategy was further developed through engagement and refined to ensure the specific needs of Hammersmith and Fulham are met.

- Make a new cultural strategy.
- Amplify and celebrate the diversity of the borough.
- Embed culture into Planning Policy Framework.
- Uncover local strengths, wants and needs.
- Join up what's going on in the borough
- Shout about what's going on.
- Build capacity inside the town hall with a fully resourced and staffed culture team.

## APPENDIX TWO – DETAILS OF PHASES OF STAKEHOLDER ENGAGEMENT UNDERTAKEN

### Phase 1: Consultation and Engagement (August – December 2022)

Purpose	To establish an evidence base of priorities and issues including other council strategies.
Activity	<p>Starting point:</p> <ul style="list-style-type: none"> <li>• Review of the Hammersmith and Fulham Arts Commission 2020 recommendations.</li> <li>• Review of H&amp;F Council Strategies.</li> <li>• Discussions with H&amp;F Council elected members.</li> </ul>
	<ul style="list-style-type: none"> <li>• 22 meetings/sessions with individuals and small groups including:</li> <li>• H&amp;F council elected members and senior managers.</li> <li>• Arts Commission members,</li> <li>• Local networks, arts, culture and heritage organisations,</li> <li>• Commercial arts venues and partners,</li> <li>• Higher Education partners,</li> <li>• Funders and local charities,</li> <li>• Business Improvement Districts.</li> <li>• Arts Council England.</li> </ul>
	<p>Three group sessions with H&amp;F Council officers on the following themes:</p> <ul style="list-style-type: none"> <li>• Destination – boosting the local economy by developing and promoting a thriving borough for the arts.</li> <li>• Creation – supporting people to create and produce excellent art of all kinds.’</li> <li>• Inclusion – giving residents from a wide range of backgrounds more opportunity to experience and participate in artistic and cultural activity.</li> </ul>
Outcomes	Identified the main themes for the strategy to tackle – the opportunities and the challenges.

### Phase 2: Consultation and Engagement (December 2022 – February 2023)

Purpose	To hear the ‘word on the street’, test the priorities for the strategy and develop an action plan.
Activity	The delivery team attended King Street market (3 December ‘22) and North End Road market (17 December ‘22) and asked people what they thought was important about the arts, culture and heritage in the borough.
	6 workshops based on the themes that emerged

	through previous consultation events to develop the vision and outcomes people want to see.
	Public survey about participation in arts, culture and heritage.
	Action for Culture conference (1 March '23) with 40 local organisations to develop the action plan.
Outcomes	<ul style="list-style-type: none"> <li>• The members of the public who talked to us and responded to the public survey are proud of their borough and believe that arts, culture and heritage are important to them.</li> <li>• There was broad agreement about the purpose of the strategy, its scope and the themes it needs to tackle.</li> <li>• Developed the Action Plan.</li> </ul>