

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 16/10/2023

Subject: A new Cultural Strategy for Hammersmith & Fulham

Report of: Councillor Andrew Jones, Cabinet Member for the Economy

Report author: David Pack, Strategic Head – Industrial Strategy

Responsible Director: Jonathan Pickstone, Strategic Director for The Economy.

SUMMARY

This report presents a new, ambitious ten-year Cultural Strategy for the borough building on the administration’s longstanding, strategic commitment to boosting the arts and culture and the wealth of work undertaken to date, taking account of recommendations from the Council’s community-led Arts Commission, which concluded in 2021, and drawing on extensive engagement and consultation undertaken since June 2022.

RECOMMENDATIONS

That Cabinet:

1. Approves and adopts the draft Cultural Strategy, included at Annex One.
 2. Delegates authority to the Strategic Director for the Economy, in consultation with the Cabinet Member for the Economy, to complete a designed version of the strategy and publish the document.
 3. Delegates authority to the Strategic Director for the Economy, in consultation with the Cabinet Member for the Economy, to develop an implementation and action plan.
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Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The strategy recognises the central role arts, culture and heritage can play in driving economic growth, and ensuring that growth is inclusive in nature.
Creating a compassionate council	In its focus on inclusion, the strategy recognises the role of arts, culture and heritage in creating a sense of

	community and ensuring residents' sense of belonging.
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 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.

Financial Impact

There are no immediate financial implications resulting from the recommendations within this report as Cabinet has previously approved (on 18 July 2022) General Fund and Section 106 funds covering the 3-year Economic Development Programme 2022-2025. These approved funds will be utilised to deliver the designed version of the strategy, its publication and the development of the implementation plan.

However, following the delivery of the recommendations, the development of a wider funding and investment plan to deliver the strategy is expected to include costs and benefits which will require additional funding outside of the current approved budget envelope. All additional funding proposals will require separate reports and these will include detailed financial implications for approval by the relevant decision maker in accordance with the Council's governance arrangements.

Comments completed by Hannah Akinshade, Senior Accountant, and Will Stevens, Finance Manager (Economy) 16/8/23.

Verified by Danny Rochford, Head of Finance (Economy & HRA), 24/8/23.

Legal Implications

There are no direct legal implications associated with this decision.

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Proposals and Analysis of Options

1. Taking its cue from the Council's longstanding, strategic support for culture, the draft Cultural Strategy presented in this report recognises the central role culture plays in the lives of our residents and how it supports and underpins a growing economy. Culture is a thread running through our thriving local start-ups in the creative sector, our flagship cultural institutions and our vibrant community arts scene. Culture also sits at the heart of our borough's attractiveness as a place: a location for growing creative and cultural businesses with a thriving night-time economy; a visitor destination; and a home to exciting new developments – including our new Civic Campus, among others – built around culture. Culture has the potential to reduce social isolation, improve health outcomes and creates connections within and across all our communities.
2. The draft strategy recognises the enduring commitment of this administration, since coming into office in 2014, to boost the arts and culture in the Borough, including through the adoption and delivery of the [Arts Strategy 2016-2022](#) and the central place occupied by arts and culture in our Industrial Strategy, recognising the role of culture in making the borough an attractive and exciting place to live, work and visit – but also as a key aspect of why businesses choose to locate and remain in the Borough.
3. This new draft strategy builds on strong, established foundations and takes the Council's ongoing commitment to the arts and culture sector forward, redoubling our efforts - with partners – to do more, at scale. The Council has provided significant support to date to help our cultural sector thrive during challenging times (including major assets such as the Lyric Hammersmith, Bush Theatre and Riverside Studios and others); it got the Shepherds Bush Comedy Festival off to a great start before the pandemic and has committed to restarting that and building it into a festival with national prominence; it is finding new ways of putting our arts collections on public display; and arts and culture is hardwired into how our pioneering Civic Campus will work as a focal point for all our communities.
4. Building on the insights of the independent Arts Commission convened by the Council, which concluded in 2021, and the winning of a Cultural Impact Award as part of the GLA's London Borough of Culture scheme in 2020, the development of a new Cultural Strategy was initiated in June 2022. The strategy will serve as an anchor document, complementing and enabling delivery of elements of other key Council strategies, including the Industrial Strategy.

5. The strategy development process has been overseen by a Member Working Group comprised of Cllrs Jones, Holder, Umeh and Quigley, whose input is incorporated into this final draft. The initial development phase – to April 2023 – was undertaken by external consultants, Activist Group. Refinement of the strategy has since been completed in-house, led by officers in Economy and Environment but working across the Council, including full involvement of the new Civic Campus Artistic Director.
6. This report presents the draft final Strategy for Cabinet approval.

Drawing on the Arts Commission’s recommendations

7. 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.
8. The recommendations emerging from the Commission’s work provided a foundation upon which the scope 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.

Strategy vision, scope and structure

9. The Cultural Strategy presented is a natural progression of the Council’s commitment over the past decade to foster a thriving arts and culture sector to the benefit of our residents and our economy. It builds on the administration’s longstanding commitment to place arts, culture, and heritage at the heart of the borough’s identity and its future development, in support of the wider Industrial Strategy and as a tool to improve health and wellbeing outcomes. It also builds on the range of established partnerships and collaborations, going back many years, between the borough’s key cultural institutions, acknowledging as its starting point that the borough has a rich and diverse cultural landscape and heritage, is home to a number of major cultural institutions and has a vibrant community arts scene.
10. The strategy takes a bold and ambitious approach to harnessing the power of the arts and culture sectors to build shared prosperity in the borough, recognising the many strengths the borough has in its established and varied cultural landscape. It also recognises the opportunities for both the Council and our many partners to do even more – and take our existing work further - to ensure the contribution of culture is maximised in everything we do, and that

everyone is included – and that all groups have the representation and investment they deserve in the arts and culture sector.

11. The strategy's structure sets out an overall vision, supported by four strategic themes, each of which is underpinned by opportunities, a set of bold ambitions and some headline actions to achieve those ambitions. A more detailed action plan will support the overall strategy. Many of the actions will be delivered by the council and partners working together while a smaller number are for the council or partners to deliver themselves.
12. Incorporated within the strategy are all relevant manifesto commitments, including: suitable prominence for the role of the Civic Campus in supporting the borough's cultural offer; an undertaking to develop a series of partnerships with European cities, positioning the borough as an active partner in international cultural dialogue; and the important role of creating a buoyant night-time economy, both in supporting the arts and culture sector and our local economy more broadly.
13. A commitment to addressing the climate emergency cuts across the various themes rather than being a discrete strand of standalone activity.
14. The strategy's vision is:

'Hammersmith & Fulham is a place with a distinctive character, a buzz of excitement, and a reputation as a great destination, offering London's best mix of world-class culture, creativity and community arts reflecting our diverse heritage and interests.'

Our vision is for a place where our people celebrate together and feel they belong, where visitors are attracted and wowed, and where local creativity supports innovation and drives investment, jobs and shared prosperity.'

15. The four themes are set out below. The full strategy at Annex One contains detail on the ambitions sitting beneath each theme and the headline actions required to achieve those ambitions:
 - a. **Theme 1: Destination Hammersmith & Fulham**
A place for quality culture, retail, food, green space and riverside, with an internationalist outlook; a place to attract people to live, work, visit, relax, study and invest.
 - b. **Theme 2: Creative Hammersmith & Fulham**
A place that taps its creative potential for cultural production and for innovation in all our sectors
 - c. **Theme 3: Included in Hammersmith & Fulham**
A place that tackles inequality head-on, respecting diversity and including all residents in the opportunities we create.
 - d. **Theme 4: Together in Hammersmith & Fulham**
A place that works together as one, sharing leadership and responsibility for our future.

16. The ambitions set out under each of these themes – detailed further in the strategy itself at Annex One – focus on building on the wealth of activity undertaken across the borough to date and developing that further, whether that be through engagement of young people through the Sounds Like Hammersmith & Fulham programme, support for creative start-ups and small businesses through our Creative Enterprise Zone, the emerging plans for our Civic Campus to act as a cultural hub and catalyst of regeneration, or our developing partnerships with other municipalities across Europe.

Taking the strategy to delivery

17. In addition to the actions supporting the ambitions detailed under each of themes above, the strategy also includes a set of ‘foundation actions’, those which are most pressing and will lay the foundations to enable delivery of the full strategy. These will be the focus of activity in the immediate term, following formal approval of the strategy, and include:
 - Convening a delivery board – a **Hammersmith & Fulham Cultural Compact** - to manage the strategy and action plan, reporting to stakeholders and the public.
 - Developing a **funding and investment plan** to ensure the strategy and action plan are appropriately resourced.
 - Developing a **‘Communications for Culture’ strategy and plan** to streamline the promotion of the borough, the cultural offer and communicate with residents and stakeholders.
18. In taking the strategy and its action plan to delivery, Officers will work to ensure that a genuine co-production approach is taken.
19. Monitoring and evaluation of the strategy’s delivery will be undertaken by:
 - Regularly reviewing progress against the actions in the detailed Action Plan.
 - Developing key performance indicators to measure how ambitions are being reached.
 - Establishing an annual review process to evaluate the effectiveness of our strategy and making any necessary adjustments.
20. Subject to Cabinet approval of the full Strategy document, it is proposed that a shorter, summary version be produced to supplement the full, detailed Strategy document itself.

Reasons for Decision

21. Having a new agreed Cultural Strategy in place allows the Council and its partners in the arts, culture and heritage sectors to work together even more effectively, to collaborate towards a shared vision and set of ambitions. Acknowledging the longstanding commitment to this area and the achievements to date it will help steer how we do more, at scale, and it will encourage a joint, partnership approach across the borough, recognising the important role of the arts, culture and heritage sectors in reinforcing our status

as a global economic hotspot, in making the borough the best place to live in a major city, in supporting our proposition as a visitor destination and in supporting aspirations for the borough to be as an inclusive place for all our communities.

22. Adopting a clear and ambitious new strategy, developed between the Council, its partners and our communities will also act as a catalyst to attracting external funding, and will support the Council's aspirations for the Civic Campus as a catalyst for regeneration and a cultural attraction in its own right.
23. In tandem with approval of the Cultural Strategy, Officers are exploring formulation of a bid to the Mayor of London's recently launched London Borough of Culture (LBOC) award for either 2025 or 2027, for submission by the end of November 2023, led by the Civic Campus Artistic Director. Any bid would be informed by the strategy's aims and developed in partnership with the many stakeholders engaged in the strategy's development – and a formal launch of the Cultural Strategy could also potentially act as a public launch of any LBOC bid.

Equality Implications

24. There are no direct negative equality implications for groups with protected characteristics, under the Equality Act 2010, by the approval of this strategy. An Equality Impact Assessment (EIA) has been completed and will be kept under review during the implementation of this strategy.
25. The EIA undertaken identifies positive impacts on several groups with protected characteristics, specifically Age, Disability, Race, Religion/Belief (including non-belief), and Sex, particularly through acknowledging the role of culture in engaging people of all backgrounds, including through opportunities for skills development and employment and in engaging in the climate emergency. It also acknowledges the gap in representation in the arts and culture sector from some groups and seeks to amplify these voices in cultural planning and invest in relevant activities.
26. There are specific positive impacts for Disabled people including young people with Special Educational Needs and Disabilities (SEND), and specific opportunities highlighted to work with Disabled people of all ages to foster opportunities for volunteering, skills development and employment and greater participation within the cultural sector.
27. The strategy also contains an ambition and an associated action to explore development of a Black History Museum and a more prominent Black History Month.

Risk Management Implications

28. The report recommends approving the 10-year Cultural Strategy, which has been developed with extensive consultation, in line with the objective of doing

things with and not to residents. The strategy is intended to promote partnership working and to provide opportunities to attract external funding, in line with the objective of being ruthlessly financially efficient.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 7 August 2023

Climate and Ecological Emergency Implications

29. There are no specific anticipated climate and ecological emergency implications as a result of publication of the strategy. Various specific actions outlined within the strategy such as seeking resource to use the arts and culture to educate and engage people and educate them about the climate emergency will involve work with the Climate team.

Hinesh Mehta, Assistant Director of Climate Change, 8 August 2023

Consultation

30. The strategy's development has drawn on an extensive stakeholder engagement programme undertaken by our consultants and structured into 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)
31. The activities undertaken during these two phases and the approaches taken – which were designed to be as inclusive as possible of all our communities - are detailed at Appendix Two, alongside organisations engaged

LIST OF APPENDICES

Appendix One – Background to the Arts Commission

Appendix Two – Details of phases of stakeholder engagement undertaken.

Annex One - draft Cultural Strategy

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 (summarised in this report at para. 5):

https://www.lbhf.gov.uk/sites/default/files/section_attachments/hf_arts_commission_final_report_with_images.pdf

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"> • Review of the Hammersmith and Fulham Arts Commission 2020 recommendations. • Review of H&F Council Strategies. • Discussions with H&F Council elected members.
	<ul style="list-style-type: none"> • 22 meetings/sessions with individuals and small groups including: <ul style="list-style-type: none"> • H&F council elected members and senior managers. • Arts Commission members, • Local networks, arts, culture and heritage organisations, • Commercial arts venues and partners, • Higher Education partners, • Funders and local charities, • Business Improvement Districts. • Arts Council England.
	<p>Three group sessions with H&F Council officers on the following themes:</p> <ul style="list-style-type: none"> • Destination – boosting the local economy by developing and promoting a thriving borough for the arts. • Creation – supporting people to create and produce excellent art of all kinds.’ • Inclusion – giving residents from a wide range of backgrounds more opportunity to experience and participate in artistic and cultural activity.
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"> • 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. • There was broad agreement about the purpose of the strategy, its scope and the themes it needs to tackle. • Developed the Action Plan.

Participation in consultation and engagement activities

Alongside the 528 people who engaged in the strategy's development at King St and North End Road Christmas markets in December 2022, and the 159 people who responded to the online public consultation exercise, the following organisations supported the development of the strategy:

- Action on Disability
- Anti-Tribalism Movement
- Arts Council England
- The Bhavan Centre
- Bush Hall
- Bush Theatre
- Charing Cross Hospital
- Dance Attic
- Dance West
- Earls Court Development Company
- EdCity
- Eventim Apollo
- Flora Gardens School.
- Friends Of The Japanese Garden
- Fulham BID
- Fulham Cross Federation
- Fulham Palace
- Fulham Symphony Orchestra
- Greater London Authority
- Hammersmith BID
- H&F ArtsFest
- H&F Youth Council / Parliament
- Hammersmith, Fulham, Ealing & Hounslow Mind
- The Hammersmith Society
- Hammersmith United Charities
- Hammersmith & Fulham Arts Commission
- HQI Foundation
- Imperial College London
- The Irish Cultural Centre.
- John Lyon's Charity
- Joy Festival
- Kindred Studios
- Koestler Trust
- London Academy of Music and Dramatic Arts (LAMDA)
- London Culture Forum
- Lyric Hammersmith Theatre
- Mark Baldwin (choreographer and former Rambert Artistic Director)
- Mitsui Fudosan
- Music House For Children.
- NAZ Project
- Next Door Records
- Masbro
- Mates in Mind H&F
- New White City Youth Centre
- Nubian Life
- Olympia London
- Petit Miracles
- POSK Polish Social and Cultural Association
- Riverside Studios
- Royal College of Art
- Sands End Arts & Community Centre
- Shepherds Bush Families Project & Children's Centre
- This New Ground
- Tri-borough Music Hub
- Turtle Key Arts
- UKTV
- Upstream
- West London College
- Westfield London
- White City Youth Theatre
- William Morris Society
- Yoo Capital
- Young Hammersmith & Fulham Foundation