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## **CREATE & THRIVE (working title)**

**A Cultural Strategy for Hammersmith & Fulham 2023-33**

Front cover: placeholder image credit tbc.

# Welcome

## A new Cultural Strategy for Hammersmith and Fulham

1. Foreword from the Leader/Cllr Jones to be added, to include:

- a. This administration's longstanding, strategic commitment to boosting the arts and culture, the richness of the borough's existing offer, our strong cultural heritage, major cultural anchors and our historic investment in culture. This Strategy builds on what we've done to date – and takes it further.
- b. How this Strategy links to the wider vision for the borough (including the overarching Industrial Strategy, education, health and community cohesion priorities) – and will help the Borough to make a contribution to wider London and support the Mayor of London's Culture Strategy for London.
- c. That the strategy's four themes and the ambitions sitting under them give us a clear way forward, building on all we've done to date:
  - i. A **Destination** - a place to attract people to live, work, visit, relax, study and invest.
  - ii. A **Creative** place – a place that taps its creative potential for cultural production and for innovation in all our sectors
  - iii. **Inclusion** at the heart of all we do - tackling inequality head-on, respecting diversity and including all residents in the opportunities we create.
  - iv. Working **together** – a strategy for the whole borough, sharing leadership and responsibility for the future.
- d. The relationship with the Arts Commission report 2020 and how the strategy build on the Arts Strategy 2016-2022.
- e. How it has been developed collaboratively – and inclusively.
- f. The central role of the Civic Campus
- g. How the strategy is a call to action for partners

# Create and Thrive (working title)

This Strategy builds on the administration's longstanding commitment to place arts, culture, and heritage at the heart of our Borough's identity and its future development, supporting our wider Industrial Strategy and as a tool to improve health outcomes and how our residents feel connected to their communities and the wider world. It also builds on the many established partnerships and collaborations, going back many years, between the borough's key cultural institutions, acknowledging as its starting point that the Borough already 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.

It 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.

We set out below an overall vision, supported by four strategic themes. Each of these themes is underpinned by opportunities and from those we have identified ambitions and some headline actions to help us achieve those ambitions.

The Strategy has been created and is designed as a partnership endeavour. Its delivery will be driven by collaboration across the whole Borough and be underpinned by an approach that is inclusive of all our communities.

## Why we need a strategy

Culture expresses our identity and links us to others. From our flagship assets to our local start-ups, from our Creative Enterprise Zone to our independent arts sector and thriving community cultural programmes, culture permeates Hammersmith & Fulham and makes us who we are. It is what binds us together, and it plays a central role in making Hammersmith & Fulham a place where people live life to the full and feel they belong.

Culture enhances our reputation. The cultural and creative businesses in our Borough are an important economic sector in themselves. They attract visitors, drive investment from businesses in other sectors, and create the innovation potential to support future prosperity for all our residents. Key developments are under way here with culture at their heart. They offer new opportunities to connect regionally, nationally and internationally. Our Civic Campus is a game-changer creating a new destination in a revitalised Hammersmith. Olympia and Earls Court provide fantastic opportunities to build on our history as a centre of major events. We must make sure that local people benefit from this renewal.

Culture moves people. Cultural participation reduces social isolation and builds bonded communities with shared experiences reflecting common values. It makes us stronger. Culture makes you laugh, makes you cry and, most importantly, makes you think. Culture is good for you and for the people you love, and it should be universally available across the borough and accessible by all communities so that people live their lives to the full.

Hammersmith & Fulham Council plays an important role in shaping our place and we are committed to working hand in hand with our residents and partners to achieve our shared ambitions. Our Arts Commission established in 2020 made recommendations that included developing a new cultural strategy as a mechanism for working closely together to strengthen our sector, promoting it effectively, and making it more inclusive.

This is that strategy – a strategy for the whole Borough. It will inform the Council's and its partners' approaches to planning and investment relating to culture, as well as in skills, public health and neighbourhood development. It has been developed through extensive consultation and engagement that is a genuine partnership endeavour, widely owned, jointly delivered, and resourced. It will ensure that the contribution of culture is maximised in everything we do, and that everyone is included.

## **Our vision for Culture**

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.**

## **What this strategy covers**

In this strategy, we use the term 'culture' broadly, to incorporate the arts, our local culture, our heritage and our creative and cultural sector.

- **The arts:** including all forms of artistic and creative expression - performing arts, visual arts, craft and media in all their contemporary and traditional forms.
- **Local culture:** comprising activities, events, and traditions significant to our community, cultural events and activities that are important to local people, businesses and communities.
- **Our heritage:** encapsulating our shared history, knowledge, and experiences as well as in our landscapes and historic buildings and places, archives,

libraries and museum collections, cultural practices, local knowledge and lived experiences.

- **Our creative & cultural sector:** capturing the artists, arts organisations, libraries, creative businesses and related partners engaged in supporting, developing, presenting and promoting cultural and creative activities.

As well as being renowned for its dynamic arts and culture scene, our borough also boasts flagship parks, the historic riverside environment, and many leisure activities that enhance our cultural offering. From our three prestigious football clubs to the world-renowned Queen's Club the borough is also home to numerous 'Green Flag Award' winning parks. While not the central focus of this strategy, these assets complement our arts, culture and heritage offer to provide an abundance of wider opportunities for relaxation and engagement, for residents and visitors alike.

This strategy supports Hammersmith & Fulham's local priorities. It reflects our Industrial Strategy, *Economic Growth for Everyone*, which puts the creative industries at the centre of our vision for a prosperous future for all. It complements our strategy for Public Health, links to our education priorities and helps stimulate our visitor economy. It supports delivery of other major strategies affecting culture (e.g. Arts Council England's 'Let's Create' and the Greater London Authority's 'Culture Strategy for London' (2019) and is rooted in Hammersmith & Fulham's own needs, strengths and opportunities.

## **We created the strategy together**

Hammersmith and Fulham is a vibrant and diverse borough, increasingly home to residents from all over the world. Over 12% of residents are Black or Black British, over 10% are Asian or Asian British and a further 7% are from other ethnic minorities. We have reflected this in our engagement programme to shape this strategy. However, this diversity extends beyond ethnicity: we know that age, disability, and the LGBT+ community are important facets of our borough's demography. Our task is to ensure that all our people have the representation and investment they deserve in the arts and culture sector. This strategy acknowledges this gap and seeks to amplify these voices in cultural planning and to invest in relevant activities.

To ensure that this strategy reflects the issues, views and priorities of people and organisations, we consulted through:

- Engagement events with a range of arts organisations in the borough including Lyric Hammersmith, Bush Theatre, Kindred Studios, London Academy of Music and Dramatic Art (LAMDA), The Bhavan (the UK's principal venue for Indian cultural education, performance and events), the Irish Cultural Centre (ICC), Polish Social and Cultural Centre (POSK – the largest Polish centre outside Poland) and the H-Q-I Foundation (supporting emerging visual, performance and musical artists priced out of building sustainable arts careers in the capital) to name just a few. Views were also sought from partners in education, schools, heritage and history groups,

libraries and archives, grass roots community organisations, local business and creative industries.

- Interaction with the community at local markets and conducting a public survey online.
- Meetings with H&F Council – councillors and officers.
- Workshops and a conference for the council and partners to work out the Action Plan.

We would like to thank the many people who took the time to get involved. They were all very positive about the importance of arts, culture and heritage to life in Hammersmith & Fulham.

Many people told us about their experiences, and emphasised the need to work together effectively to make the borough even better so that everyone can participate and benefit – whether that's just for fun or to start a creative business or find employment. Many were quick to point out how much they value our fantastic arts organisations, venues, local culture and events, and our unique heritage and history, and want to participate more. Many spoke of the necessity for increased integration and coordination across our initiatives to attract new investments and to promote what's going on in the borough more effectively.

These insights have proved invaluable, and the strategy is committed to improving collaboration across all sectors to better highlight the borough's rich cultural offering to secure necessary investment and maximise growth.

This strategy was not developed in a vacuum. In building it, we researched strategies in other cities, to ensure it was informed by successful models and good practice in London and beyond, but conscious that it must be of our place – truly Hammersmith & Fulham. Inspired by these models, our strategy balances the local with the global.

It seeks to develop both community culture, and the cultural and creative industries, to create a compelling destination that promotes local talent and draws in tourists and investment. It acknowledges both the need to work in partnership and draw on the resources of our key partners, and the desire to be led by our community, ensure culture is accessible and enriches the lives of all our residents.

## **Delivering the strategy**

### **Building on what people told us.**

As mentioned above, this is not a strategy that's been developed in an ivory tower. Instead, it has been developed by drawing on what people living and working here told us. Their views are reflected in the strategy's themes, ambitions and actions. Delivering it must also be a shared endeavour.

We've engaged with partner organisations and residents extensively through workshops, interviews, surveys and formal consultation sessions. This strategy seeks to align existing resources in the most efficient manner, alongside seeking new investment to further enrich our cultural landscape.

The strategy has four strategic themes that derive from our research into the opportunities we have:

### The themes of the strategy

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.
2. **Creative Hammersmith & Fulham:** a place that taps its creative potential for cultural production and for innovation in all our sectors.
3. **Included in Hammersmith & Fulham:** a place that tackles inequality head-on, respecting diversity and including all residents in the opportunities we create.
4. **Together in Hammersmith & Fulham:** a place that works together as one, sharing leadership and responsibility for our future.

These themes are supported by a cross-cutting approach to **addressing the climate and ecological emergency**.

In taking forward the strategic themes and an ambition to 'do more', it will be crucial to ensure that this is undertaken in a way which addresses the climate and ecological emergency to achieve a carbon net zero arts, culture and heritage sector by 2030.

### Moving the themes forward

Each of the four themes is underpinned by a set of ambitions, detailing what we're aiming for; each ambition is then supported by a series of supporting actions leading to the sustainable positive changes we want to achieve for Hammersmith & Fulham.



The overarching aim of this strategy is not merely to foster a thriving cultural life in Hammersmith & Fulham. It is to do so in a way that is resource-efficient, sustainable, and optimises the use of existing resources while effectively attracting new investment.

Our aspiration is a rich cultural environment for all our residents, built in harmony with our economic, ecological, and community realities.

To fulfil the ambitions set out under each of the themes we have identified a series of 'foundation' actions, which are pre-requisites for enabling delivery. These are immediate priorities for the first year of the strategy's life:

- Convene a delivery board – a Hammersmith & Fulham Cultural Compact - to own and manage the strategy and action plan on behalf of stakeholders and the public.
- Establish a data framework to understand our baseline, agree targets, and accurately monitor progress in delivering the strategy.
- Develop a funding and investment plan to ensure the strategy and action plan are appropriately resourced.
- Develop a plan to co-ordinate and streamline the promotion of Hammersmith & Fulham and its constituent places as great destinations, and communicate coherently our cultural offers to residents, visitors and stakeholders.

Completion of the foundation actions will serve to inform and shape how the remaining ambitions set out in more detail under each of the themes below are delivered, and if there is merit in adapting that delivery. In collaboration with partners, we've crafted plans designed to turn our ambitions into reality. In this document, we've summarised some of the essential actions, to give an outline of what's to come.

The strategy will be supported by a detailed Action Plan which will set out what needs to be done and who will do it. While many of the actions will be delivered by the Council and partners working together, some are for the Council or specific partners to deliver themselves.

## **Governance**

To ensure accountability and to oversee delivery of the strategy, we plan to establish a delivery board: the Hammersmith & Fulham Cultural Compact. Such a board would draw on learning from the 'Cultural Compact' model piloted in 20 localities in 2019 by the Arts Council and Department for Culture, Media and Sport as place-led partnerships designed to support the local cultural sector and enhance its contribution to development, with a special emphasis on cross-sector engagement beyond the cultural.

A Hammersmith & Fulham 'Cultural Compact' involving the Council and its partners will be pivotal in bringing our Cultural Strategy to life and ensuring all partners contribute to its delivery through:

- Strategy oversight: Steering the implementation of the Cultural Strategy, setting priorities, monitoring progress, and providing strategic oversight, including reporting to stakeholders and transparency.



- **Diverse representation:** Consist of key individuals from across Hammersmith & Fulham's vibrant cultural sectors – and also our wider anchor institutions.
- **Resource optimisation:** Co-ordinating the optimal use of existing resources, supporting alignment to deliver the strategy effectively, and identifying areas where additional investment is necessary.
- **Promoting collaboration:** Encouraging partnerships and co-operation and avoiding fragmentation to help the borough's cultural offer be greater than the sum of its parts.
- **Responding to our communities' needs:** Acting as a forum to help the cultural sector as a whole to nurture a cultural landscape that is vibrant, inclusive, and accessible, enriching the lives of all residents.

## **Evidence base and monitoring our progress.**

A data-driven approach is essential if we are to deliver this strategy well. Gathering and analysing comprehensive place-based data and understanding our baseline will be at the heart of how this strategy is implemented. As well as being clear on our starting point, so we can measure progress and achieve our ambitions, we will explore how best to collect, present and share data between partners to help a range of agencies to make informed decisions and make sure we deliver for the Borough together.

## **Funding & Investment**

A funding and investment plan will be a key pillar in the successful realisation of our strategy. Working with partners we will explore a wide range of funding opportunities from public and private sources that align with the vision and ambitions set out in this document. Ensuring transparency and accountability, we and our partners will manage all allocated financial resources, conducting regular reviews of progress to make timely adjustments and capitalise on emerging prospects. By adopting a dynamic and adaptable approach to funding, we will strive to maintain the financial sustainability and robustness of our initiatives.

## **Promoting our Offer**

Co-ordinated and joined up promotion will be integral to conveying our strategy's objectives, gaining support and fostering community engagement. Through strategic communication channels and community outreach, we will work with partners to promote our initiatives, programmes and goals to keep our residents informed and involved, attract visitors, and raise the profile of the Borough nationally and

internationally with people and institutions alike. Leveraging existing networks and relationships with partners, we aim to amplify and align our promotional efforts and inspire participation through community events, workshops, and awareness campaigns. Continuous feedback from stakeholders will be actively sought, allowing us to refine our approaches and ensure our messages resonate effectively, ultimately strengthening implementation and garnering widespread support for our shared vision.

## **THEME: 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.

### **Setting the Scene**

We are home to nationally renowned theatre venues, such as The Lyric and The Bush Theatre; vibrant community arts organisations such as HQI, Sands End Arts and Community Arts Centre, the Bhavan, the Irish Cultural Centre, POSK, Kindred Studios and many others; historic sites, such as Fulham Palace and the home of William Morris; world class educational institutions including Imperial College and the LAMDA and the RCA. The borough also boasts a rich musical history, from the roots of UK reggae to being home to iconic live music venues such as Eventim Hammersmith Apollo and Shepherds Bush Empire.

The new Civic Campus will play a pivotal role in the cultural transformation of the borough, serving as a state-of-the-art community hub that fosters creativity, collaboration, and innovation. As a crucial cultural anchor, the Civic Campus will provide fresh opportunities for residents, artists, and businesses to come together, exchange ideas and participate in a wide range of artistic and cultural experiences.

Alongside cultural communities, creative people and businesses, we are the location for significant players in the British media landscape – including the BBC, ITV and Disney, among others - and major education providers, so critical to the success of our dynamic economy. With the emergence of major new developments like Olympia, the Civic Campus, Earls Court and White City, Hammersmith & Fulham is destined to grow as a vibrant hub for creative individuals and businesses – an attractive destination built on local talent.

The borough's significant role in the national creative economy is a key pillar of the Council's Industrial Strategy, and by harnessing their energy and innovation we can ensure that we are positioned not only as a great place to live and work, but as a world class destination with a fine riverside position and impressive public parks, to attract students, tourism and inward investment. Access to culture is one of the key reasons why cutting-edge industries cluster in the Borough and people choose to work here.

In a crowded marketplace, it is critical that Hammersmith & Fulham defines, distinguishes and promotes all it has to offer. To compete, we need to present our place as open for business, with a welcoming and internationalist perspective. Working closely with our local anchor institutions, hospitality sector and businesses will help our message to cut through.

### **Our Opportunities**

- Promote Hammersmith & Fulham as a place that everyone who lives and works here can be proud of, with a high-quality public realm and a sense of tangible excitement about what's on offer for them and their family and friends.
- Capitalise on our rich asset base – our attractive riverside setting, beautiful heritage parks and architectural gems, independent retail and hospitality, and, of course, our thriving and diverse cultural life, to position Hammersmith & Fulham as a key destination.
- A low carbon environment that is a pleasure to visit, with the natural assets of our parks and riverside, our strong public transport links and Clean Air Neighbourhoods providing a healthier setting for cultural activities,
- An appetite for new partnerships between the Borough and our continuing friendships with like-minded places in Europe, generating new connections to businesses, visitors and culture that enhance our reputation as an international destination for investment, creativity and tourism.
- Exploit the new Civic Campus to create an authentic character for Hammersmith's revitalised town centre, developing a neighbourhood that is a magnet for creatives with a rolling programme of events, maker markets, performances and exhibitions.

## How we'll get there

Ambitions	Actions
Our Civic Campus catalyses the regeneration of Hammersmith Town Centre, developing a neighbourhood that is a magnet for creatives and a force for the renewal of local democracy.	<p>Through a place-shaping approach, ensure all aspects of the Civic Campus and its surroundings align with the aims of this strategy.</p> <p>Create a significant new cultural attraction, with quality public events with broad appeal.</p> <p>Establish the Civic Campus as a central resource to for cultural and creative practitioners and organisations.</p>
Major developments enhance our status as a cultural and creative location	<p>Work with developers to support the creation of affordable spaces for creative and cultural uses.</p> <p>Drawing on our existing Supplementary Planning Document on Affordable Workspace and Section 106 agreements, where appropriate align plans for developments with the borough's wider arts, culture and heritage landscape.</p> <p>Explore the potential for redevelopment of the Linford Christie stadium to include a major entertainment arena alongside enhanced sports facilities.</p>

<p>Our status as a key destination for businesses to locate and thrive is strengthened and our distinctiveness is readily recognised.</p>	<p>Incorporate the borough's cultural offer as a central plank of our offer to potential inward investors across a range of key growth sectors.</p> <p>Build on our success as a film location to increase the visibility of our key assets and environment</p>
<p>We have an agreed destination management approach in place, with partners, to guarantee high quality visitor experiences.</p>	<p>Explore establishment of a destination management partnership with partners in the borough to include the visitor attraction offer, management of visitor experience and promotion of the Borough as a destination for sustainable tourism.</p>
<p>A high-quality cultural offer and attractive public realm that can satisfy the Visiting Friends &amp; Family (VFF) market.</p>	<p>Identify key sites and work with communities, partners and developers to commission/maintain high quality interventions.</p> <p>Take a place-based approach to co-ordinating and promoting our cultural offer, underlining the distinctiveness of our key places e.g. Fulham, Hammersmith, Old Oak, Shepherds Bush, White City.</p> <p>Expand use of indoor/outdoor spaces for pop-up and street events</p> <p>Develop new festivals and events where there are opportunities (for instance the Shepherds Bush Comedy Festival and festivals focused on e.g. Heritage or Film)</p> <p>Foster good relationships between the Council and sports stakeholders to ensure sport is recognised as a key part of our destination 'offer' for residents, visitors and businesses and a tool for creating opportunity and inspiration within our communities.</p> <p>Build on our status as the only local authority in England with three professional league football clubs to work with them to encourage and celebrate diverse and inclusive fan culture.</p> <p>Promote active travel and public transport to events.</p>
<p>More and better use of public spaces for events and as a showcase for arts and culture, including at our Civic Campus.</p>	<p>Develop a programme of public visual art, making use of our parks, public spaces and public buildings to promote the borough as a major artistic and cultural environment.</p> <p>Facilitate partnerships between local arts organisations and community groups to enable</p>

	<p>more arts and cultural events across our public spaces, including through a cross-service approach to support, led by the Council’s Events Team.</p> <p>Generate new approaches to how underused or vacant public spaces could be transformed into temporary pop-up art installations or performance venues and to encourage pavement café culture.</p> <p>Ensure the borough is welcoming and safe for all young people to explore our culture and heritage, in particular when designing our expanding Night-Time Economy, recognising the need to ‘de-territorialise’ the perception of culture held by sections of London’s youth.</p> <p>Make use of the borough’s green spaces as a platform to showcase our arts and culture offer.</p>
<p>We are an active partner in international cultural dialogue, connected to a network of European cities that enriches our offer through exchange of artists and ideas</p>	<p>Explore and establish a series of partnerships through MoUs with European cities that share our focus on creative economy, inclusion and prosperity or are aligned with our sector strengths to share good practice and support our reputation as an outward facing, modern, European destination.</p>
<p>Young people are proud of being from Hammersmith &amp; Fulham and feel safe enjoying all it has to offer</p>	<p>Explore Purple Flag Status for the night-time economy</p>

## THEME: CREATIVE HAMMERSMITH & FULHAM

A place that taps its creative potential for cultural production and for innovation in all our sectors.

### Setting the Scene

Hammersmith and Fulham has a wealth of talented people, businesses and organisations, media giants and top end educational providers representing an enviable base for working to release creative potential for the benefit of all. They are already playing their part in making the borough a great place to live, work and play; they want to achieve more by working together and with the right support and collaboration, can do that.

The future of work is changing. Hammersmith & Fulham is well placed to use its creative capacity to position itself as a centre of innovation through the development of the White City Innovation District and our Creative Enterprise Zone. But the Fourth Industrial Revolution is not just about tech; it is about the power of converging technologies to create an inclusive, human-centred future. Creativity is the most sought-after skill in this environment.

A thriving cultural sector, cultural and creative education and space to develop and test new ideas can all contribute to securing the high value jobs of the future in Hammersmith & Fulham.

Our young people have huge potential. Harnessing that potential is crucial for their health, happiness and economic success. They should all have opportunities to develop their creativity and live full and rewarding cultural lives.

Young people, and organisations working with them, said we should do more to join-up and publicise the pathways from school to training and employment opportunities. There are many opportunities to work in the creative industries and we can make sure all our young people know what is available to them and the borough's burgeoning education sector is there to support them to be the best they can be from an early age in school through to employment.

The creative sector offers routes to economic security for more than just the young though. With the right conditions and support, it can offer new opportunities for people of all ages including those with disabilities. Our libraries provide programmes to tackle digital exclusion and could do more by offering maker-space and equipment otherwise out of the reach of people on low incomes.

We can create a continuum of support for people who want to start or grow their own creative businesses in the Borough and connect them to our thriving public and private sector innovation partners to create a functional supply chain and stimulate growth.

Social change is accelerating and creative skills are increasingly important in solving the complex and systemic issues we face and in optimising our opportunities. We want to establish a think-and-do approach to social innovation where policy makers work

alongside artists and residents to test and try new approaches. The Civic Campus is the ideal space for this initiative.

### Our Opportunities

- Build on successful programmes including Sounds Like Hammersmith & Fulham to deepen the engagement of arts and cultural institutions with schools in the borough (including through the Learning Partnership).
- Our active Youth Voice Strategy and Youth Council provide a platform for inclusion of young people in decisions about culture, ensuring those with the biggest stake in the future are involved.
- The White City Innovation District and our wider Industrial Strategy are fundamentally supported by the creativity behind new inventions. Our creative ecosystem has a role in generating not only the ideas feeding traditional ‘creative sector’ roles but also the wider creative leaps we need to make to reach a sustainable path to the future.
- Work with schools, colleges, universities, libraries and the informal learning sector to develop our STEMMM approach to create a creative skills accelerator programme capable of supporting people of all ages and backgrounds to capture their creative talent and translate it into cultural production, creative start-ups or innovative new ideas and products.
- Support cultural and creative sole traders, micro and small businesses to locate, stay and flourish in Hammersmith & Fulham through provision of business advice to optimise their growth, monetise their ideas and encourage creative spill-over into other sectors and networking opportunities, in order to pollinate collaboration and build a functional creative cluster.
- Our five Libraries offer a unique opportunity as accessible, trusted, public spaces that can enable local communities to overcome digital exclusion and engage in a creative way with STEMMM (Science, Technology, Engineering, Mathematics Media and Medicine) activities. This can include introducing new resources such as makerspaces and digital skills programmes.

### How we’ll get there

Ambitions	Actions
Cultural and creative sole traders, micro and small businesses locate, stay and flourish in Hammersmith & Fulham creating a functional creative cluster.	Engage with local artists and creatives to understand their workspace needs.  Use our planning levers to incorporate the establishment of affordable creative workspaces in new developments in the borough.



	<p>Work with our existing studio providers to support them to grow their memberships.</p> <p>Work to retain existing and support creation of new affordable creative workspace, especially within our Creative Enterprise Zone and at the Civic Campus.</p> <p>Identify further external funding for the protection of at-risk creative space.</p> <p>Identify/signpost opportunities for premises for small organisations / start-ups.</p> <p>Provide networking opportunities to pollinate collaboration and encourage creative spill-over into other sectors, stimulating growth.</p> <p>Explore creation of a one-stop-shop for support, advice and training for arts, culture and heritage organisations and small business start-ups in the creative/cultural sector including through our libraries' Universal Offer.</p> <p>Connect our local film and screen talent (on and off screen) to our role as a location for filming and screen industries – e.g. by creating a crew database and supporting networking events.</p>
<p>An embedded collaboration between schools and cultural institutions, actively connecting young people from an early age with the arts, culture and creative industries.</p>	<p>Deepen the engagement of arts and cultural institutions with schools in the borough, including through the Learning Partnership – including those working with young people with Special Educational Needs and Disabilities (SEND) - to highlight the breadth of career opportunities in the sector, and routes into those.</p> <p>Highlight the breadth of career opportunities in the local sector and promote and facilitate routes into work with partners, ensuring the needs of young people with Special Educational Needs and Disabilities (SEND) are fully incorporated into initiatives.</p> <p>Work with partners to draw on the successful 'creative challenge' approach of Imperial College's Makers Challenge format, linking this to investments in our public libraries – strengthening this creative ecosystem behind our major global innovations.</p>

<p>More of our residents – including young people - are working in creative industries.</p>	<p>Work with schools, community groups and other partners – including providers of out of school activities - to explore how approaches such as providing ‘19 cultural experiences for all young people by the time they are 19 years old’ could work.</p> <p>Improve signposting and support for young people to access education, training, skills, mentoring and employment in the creative industries.</p> <p>Scope partnerships with local creative businesses to offer and apprenticeships work experience to the borough’s young people.</p> <p>Explore creation of a wider ‘creative skills accelerator’ programme for all ages, to support residents to translate creative ideas into cultural production, employment or starting a business.</p>
<p>New programmes for identified population groups requiring more support</p>	<p>Establish links with HMP Wormwood Scrubs education team and Ministry of Justice to explore ways in which creativity can form a route into productive work on release from prison.</p>
<p>Use the unique position of libraries as local, free and trusted institutions to develop programmes for tackling digital exclusion and providing access to creative technology</p>	<p>Seek investment for maker space provision, tablet loan schemes and digital literacy activities.</p> <p>Provide a trusted source of advice and promote information about climate change in our libraries.</p>
<p>The Borough’s cultural leaders are acknowledged and celebrated</p>	<p>Seek support for an annual Create in Hammersmith &amp; Fulham award</p>
<p>A Civic Innovation Lab is established in the Civic Campus to develop and test new approaches to social policy in H&amp;F</p>	<p>Initiate a programme for resident artists to work alongside council teams and residents, to use their collective imaginations and diverse perspectives to stimulate new ways of working in the public sector.</p>

## **THEME: INCLUDED IN HAMMERSMITH & FULHAM**

A place that tackles inequality head-on, respecting diversity and including all residents in the opportunities we create.

### Setting the Scene

There’s great will across the Council and partners for everyone to enjoy the benefits of participation in culture. The borough is rich in what it can offer but not all residents are able to engage with these opportunities. There are many reasons for this. For example, some people feel they don’t have the information about what’s available, or there are no activities very close to where they live, or

activities do not seem relevant to them, or they are not sure if they will feel welcome. For deprived communities, the world of arts, culture and heritage may feel like another world, which they have no chance of entering. They may not know anyone close to them who is an artist, and have no informal networks to help them navigate what is needed to secure a future in this area.

Engagement in culture significantly contributes to individuals' health, contentment, and overall feeling of connection to their community and the wider world. It offers a platform for self-expression, self-understanding and cultural celebration. It forms a medium for voicing what matters to people and it develops our sense of community so that people feel they belong. Our local history and heritage are more than just relics of the past; they are vital parts of our community's identity; they help us understand where we've come from, educate us and make Hammersmith and Fulham what it is today.

The borough's impressive array of cultural and arts organisations and heritage sites are valued by residents who have told us that they would make better use of them if it was easier to find out what's on offer. In our discussions with the public and people active in the cultural and creative sector, we found immense pride in the borough's artistic flair, creativity and heritage. There is a lot of positive energy in the borough to make it a stronger, happier and more resilient place.

Inclusion is a measure of how safe and welcome people feel in their environment and the opportunities they have to make decisions on matters that affect them. Building on the borough's many community strengths we want to ensure more people have access to the full range of ways to participate in culture whether as creators, participants, audiences, volunteers or leaders.

There should be no barriers to people's engagement. However, invisible hurdles do exist including cost (of tickets, or travel or childcare), accessibility, interest or knowledge. They disproportionately affect people living in Hammersmith & Fulham with protected characteristics. Increasing the number of residents who participate in arts, culture and heritage starts with working together to understand the needs of our communities and how they change over time. In addition, agency is critical – the ability to create, produce, present and enjoy cultural product is limited for some groups in our society and active steps are needed to address this.

Following the pandemic, social isolation has increased and the consequences for mental ill health are felt even more acutely by people living with disadvantage. We will look to do more through our cultural programmes to address loneliness, including building stronger community capacity for culture and working with public health and wider health services (especially those

supporting marginalised groups: mental health patients, substance misuse treatment clients, and people experiencing homelessness).

Our shared local history and heritage can have a significant impact in helping people to understand themselves and those around, and to feel part of the place. We can increase that understanding and appreciation by engaging more with young people in schools and by sharing experiences and stories across the generations. The Council’s archives service can provide access to a wide range of resources and help to navigate them while providers in the voluntary sector play an important role in ensuring oral histories, family records and stories are preserved for future generations.

### Our Opportunities

- Build on work to date to establish heritage trails, mark inspirational individuals who’ve lived in Hammersmith & Fulham and provide resources for schools to understand our past.
- Seek resources to support communities to develop neighbourhood-based capacity which puts local people in the driving seat to create events and activities they value.
- Embed the story of Hammersmith & Fulham in the Civic Campus, through the presence of the Archives service; including a youth-led / co-produced approach to promoting this through our schools as a learning opportunity.
- Incorporate good practice in ensuring our events and cultural activities are environmentally sustainable.
- Use the power of culture as a medium to surface, debate and highlight issues affecting the natural world, our climate and environment.
- Work with artists with disabilities and disability arts organisations locally to develop proposals to support them through accessible space and resource at the Civic Campus
- Build relationships with the public health and voluntary sectors to support creative ageing and dementia friendly cultural programmes and to address social isolation to improve prosperity for all.
- Ensure a wide range of events celebrating the diverse population of the borough is promoted and welcomes all residents and visitors to experience the rich cultures of those who live here.

### How we’ll get there

Ambitions	Actions
Create a Black History	Work with historical groups, members of the

Museum and a more prominent Black History Month	Windrush generation and others to progress feasibility of a Black History Museum - to review sites, content and funding options
Celebrate our heritage through a series of thematic events across the Borough	Convene local history, heritage and community groups to create a Hammersmith & Fulham Histories Festival that brings people together to increase interest and understanding in heritage and culture, including that of other groups – as a showpiece celebration to complement Heritage Open Days and other thematic events throughout the year.
More residents, from a wider range of backgrounds, participate in arts, culture and heritage – including in community and professional venues and public spaces as creators, audiences and leaders.	<p>Deliver a programme that promotes outdoor community theatre and music events in local neighbourhoods.</p> <p>Explore a role for the Events Team in supporting different communities to celebrate, volunteer and showcase their culture.</p> <p>Explore the potential for the Civic Campus to offer an inclusive programme engaging local people with issues in the area.</p> <p>Use the civic collections to bring our past to life and stimulate debate about our collective future.</p> <p>Build on our improved approach to data collection and analysis to better understand how our residents participate in arts, culture and heritage.</p>
Residents of all backgrounds have agency to engage in creative activities of relevance to them as artists, participants and leaders.	<p>Scale up our 'What's On' guide to further promote the borough's cultural offer, including a specific focus on different aspects of culture and what's happening in each of the borough's town centres and places.</p> <p>Collaborate with the Sands End Arts &amp; Community Centre Trust to amplify opportunities for all residents to engage in all art forms.</p> <p>Work with partners including the Lyric and Bush theatres and LAMDA to increase opportunities for all local people to participate in creative and artistic activities.</p> <p>Work with local arts and entertainment venues to provide affordable and accessible arts and cultural experiences for residents who might otherwise find it difficult to participate.</p> <p>Use the presence of the Archives service at the Civic Campus to connect people to local history and the exciting future opportunities in our creative economy.</p>
Our arts, cultural and heritage organisations flourish with the help of volunteers.	Formulate a comprehensive, shared plan with partners to increase participation in volunteering, aligning resources for maximum effect.

	<p>Develop and build on outreach programmes tailored for people with disabilities to include a focus on volunteering and foster inclusivity in cultural participation.</p> <p>Cultivate a network of volunteer champions for culture and the environment.</p>
<p>A Creative Health Partnership supports the most marginalised residents – e.g. those experiencing homeless, mental illness or substance misuse - to access the arts, culture and heritage as therapy</p>	<p>Work with Public Health and their partners to build an arts network bridging the divide between the arts and health and targeting health/support services that help the most marginalised clients.</p>

## THEME: TOGETHER IN HAMMERSMITH & FULHAM

A place that works together as one, sharing leadership and responsibility for our future.

### Setting the Scene

As described above, there is a lot to do to ensure our cultural life continues to flourish and grow, so that it can deliver improved prosperity for all our residents and contribute to our success.

It is a very challenging time for arts, culture and heritage organisations and businesses; by working together we can increase the amount of support they need to help them to help themselves and each other. Recovery from the COVID pandemic and recent economic challenges has affected all artists, organisations and businesses. By drawing on the many creative assets we have in the borough and by fostering collaboration where it makes sense, we can use this strategy to strengthen the sector to fulfil its potential, driving our wider economy and offering opportunities for all.

The future of culture in Hammersmith & Fulham is of interest not only to the Council, but also to residents, businesses, cultural institutions, educators, voluntary and public sector partners. People also told us that more could be achieved through effective partnership working backed by new investment so we can build on our many successes and ensure everyone has an opportunity to participate. Together in Hammersmith & Fulham is about bringing all that we have to the table to help ourselves build a positive and thriving future.

In developing this strategy, people working across the creative sector in the borough shared their experiences of economic pressures and how that can threaten the very existence of large and small cultural organisations. Having access to a range of support – for example, expertise in fundraising – can help organisations become more resilient and achieve their full potential.

There's a real appetite in the borough for working together to achieve more and attract new investment for culture. While there's acknowledgement that no one partner has all the answers, we found enthusiasm to work collectively; this interest in collaboration underpins the positioning

of this strategy as a shared endeavour, a strategy not just for the Council, but for the Council and its partners in the arts, culture and heritage sectors.

The challenges ahead of us are increasingly interconnected and complex. Our world is uncertain and change is accelerating faster every day. Our response must be to work together to find solutions and turn challenges into opportunities. Increasingly, public policy is moving to be “place-led”. It responds to the assets and needs in local areas, informed by the real-life experiences of residents and reflecting a shared responsibility for change, while acknowledging the very different resources which each partner can bring to bear. There is an important role for the “anchor institutions” in a place, with the greatest resources and capacity, to support this work.

This strategy, its priorities and actions, have been developed through collaboration. Without a doubt, if it is to deliver on its ambitions, it will need to be owned, resourced, delivered and monitored in collaboration too.

### Our Opportunities

- Build on the partnerships that have initiated this strategy to create wide ownership and capacity for change, ensuring residents, including those with particular needs or talents, have a strong voice and agency to lead planning for activities relevant to them.
- Promote inclusion for older and younger residents and visitors in cultural events and activities, including through harnessing the energy and talent of our Youth Council representatives to promote inclusion of a multi-generational audience.
- Only by working together can we achieve progress on the Climate Emergency we face. We have an opportunity to ensure that our cultural stakeholders bring diverse voices to this conversation, including through using the power of culture and the arts to engage and educate.
- Work hand in glove with our cultural sector, the large and small cultural organisations, individual artists, national bodies and commercial attractions to develop proposals for investment in Hammersmith & Fulham’s cultural offer
- Work in partnership to manage Hammersmith & Fulham as a distinctive destination with a strong cultural and creative offer, high quality visitor experience and consistent and compelling promotion including bidding to become London Borough of Culture.

### How we’ll get there

Ambitions	Actions
Work effectively as a place-based partnership that is inclusive of the local authority, cultural sector, anchor institutions and residents.	Use our Cultural Compact to lead, champion, develop, deliver, resource and monitor the actions plan and develop collective approaches to supporting the sector’s resilience.  Seek investment to commission and promote arts and cultural activities as means to engage and educate people of all ages about environmental sustainability and the

	climate emergency.
Increased and diversified resources for the arts, culture and heritage.	Use our Investment Plan to increase and diversify investment in the arts, culture and heritage.  Actively promote crowdfunding initiatives for community-led cultural projects, furthering cultural investment across the borough.
Our cultural organisations are thriving and they're resilient and sustainable.	Facilitate networks to foster a culture of knowledge-sharing and innovation.  Work with partners to explore co-investment for capital improvements to cultural infrastructure to improve energy efficiency.

**This strategy is deliberately focussed on the opportunities we can see, the assets we can use and the partnership capacity that we can build in order to succeed as a cultural and creative destination that benefits everyone who lives here.**

**We hope it inspires, provokes and draws together the people and organisations who can bring it to life.**

## Thanks

### It's your strategy

Hammersmith and Fulham Council wish to thank everyone who participated in the development of this strategy including: 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. Mark Baldwin (choreographer and former Rambert Artistic Director). Friends Of The Japanese Garden. Fulham BID. Fulham Cross Federation. Fulham Palace. Fulham Symphony Orchestra. Greater London Authority. H&F ArtsFest. H&F Youth Council/Parliament. Hammersmith BID. The Hammersmith Society. Hammersmith United Charities. Hammersmith & Fulham Arts Commission. HQI Foundation. Imperial College. The Irish Cultural Centre. John Lyon's Charity. Joy Festival. Kindred Studios. Koestler Trust. London Academy of Music and Dramatic Arts. London Culture Forum. Lyric Theatre. Masbro. Mates in Mind H&F. Hammersmith, Fulham, Ealing & Hounslow Mind. Mitsui Fudosan. Music House For Children. NAZ Project. Next Door Records. New White City Youth Centre. Nubian Life. Olympia London. Petit Miracles. POSK Polish Social and Cultural Association. Royal College of Art. Riverside Studios. 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. White City Youth Theatre. William Morris Society. Yoo Capital. Young Hammersmith & Fulham Foundation. The 528 people who stopped to give their opinions at the Kings Street and North



End Road markets (December 2022) and the 159 people who took the time to respond to the public online cultural strategy survey (Jan-Feb 2023).

## Find out more

### Background information

(insert weblinks to the supporting appendices)