

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

Date: 05/02/2024

Subject: **Hammersmith & Fulham Cultural Compact**

Report authors: Val Birchall, Artistic Director and Civic Campus Curator

Responsible Director: Mark Raisbeck, Director of Public Realm

SUMMARY

The Council adopted an ambitious ten-year Cultural Strategy at its meeting on 16 October 2023. The Cultural Strategy includes a commitment to establish governance arrangements with cultural organisations, through a strategic partnership, which maintains their involvement and shared ownership in delivering the strategy.

This report provides the Committee details of the proposed terms of reference for this new strategic partnership for culture (the Cultural Compact), including its proposed membership structure. The Committee is invited to comment on the proposals before the Cabinet Member is asked to approve the Cultural Compact.

RECOMMENDATIONS

1. For the Committee to comment on the draft terms of reference for the Hammersmith & Fulham Cultural Compact and proposed membership structure (Appendix One).
-

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The Cultural Compact is proposed to be the oversight partnership for the delivery of the cultural strategy, whose themes reflect 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 cultural strategy recognises the role of arts, culture and heritage in creating a sense of community and ensuring residents'

	sense of belonging. The proposed membership of the Compact includes representatives with direct experience of working with communities, in voluntary organisations and to support residents with specific additional needs such as people with disabilities.
Doing things with local residents, not to them	The extensive consultation and engagement process as part of the development of the strategy resulted in the recommendation to establish a stakeholder partnership for delivery.
Being ruthlessly financially efficient	The Cultural Compact will bring key stakeholders in the Borough together to share responsibility with the Council for developing a robust plan to resource the actions of the cultural strategy. This will include advising and supporting fundraising and, where necessary, realigning existing resources to support the delivery of agreed actions.
Taking pride in H&F	A broad-based partnership with key stakeholders in the Borough will provide a stronger voice for the cultural sector in the Borough and enable improved communication of the vibrancy of the Borough. The associated Cultural Forum will ensure an ongoing dialogue with the wider sector and help to improve communication of the depth of activity and operators, and the impact of their work on local communities.
Rising to the challenge of the climate and ecological emergency	Climate considerations are expected to be integrated into the development of detailed action planning for delivery of the cultural strategy, which will form part of the responsibilities of the Cultural Compact.

BACKGROUND

1. The Cultural Strategy approved in October 2023 built on the administration's longstanding commitment to arts and culture. It was produced through extensive engagement with more than 650 people in total including those representing over 70 cultural partner bodies.
2. The strategy recognises the enduring commitment of this administration, since coming into office in 2014, to boost the arts and culture in the Borough. This includes the adoption and delivery of the Arts Strategy 2016-2022 and the central place occupied by arts and culture in our Industrial Strategy. These

strategic documents recognise the role of culture in making the Borough an attractive and exciting place to live, work and visit and their critical contribution to businesses choosing to locate, recruit and remain in the Borough.

3. The Cultural Strategy includes a set of 'foundation actions' that lay the groundwork to enable delivery of the full strategy, and the first of these is the establishment of a strategic delivery board – a Hammersmith & Fulham Cultural Compact - to manage the strategy and action plan, reporting to stakeholders and the public.

CULTURAL COMPACT

4. The establishment of a Cultural Compact reflects the desire to work together with key partners in culture and in the voluntary, private, education and health sectors on delivery. It is a natural progression of the Council's commitment over the past decade to foster a thriving arts and culture sector, and as a tool to improve health and wellbeing outcomes. Partnership and collaboration characterise this sector.
5. The Terms of Reference for the Cultural Compact (Appendix One) set out the proposed scope, purpose, membership structure and operational arrangements of the Compact, which follows the model established by Arts Council England as adopted by more than twenty authorities across the country.
6. Alternative arrangements, such as having more, fewer or different representatives within the initial make-up of the Compact have been considered. The composition set out in Appendix One reflects research into how the model operates in other locations, and the desire to maximise inclusivity while retaining a workable size for taking strategic decisions.
7. The Compact will be complemented by a Cultural Forum, that will be open to all who are interested in advancing the Borough culture, and will provide a sounding board for constructive challenge, a space for sharing ideas and good practice and an opportunity for sector-based networking.
8. The establishment of a Cultural Compact for the Borough, in line with the Terms of Reference attached (Appendix One) will build on the sustained support of the administration for cultural development across Hammersmith & Fulham and guide the delivery of the Cultural Strategy within a strong and inclusive partnership governance model.

London Borough of Culture

9. The Council has submitted a bid to become the London Borough of Culture (LBoC) in 2025 (with consideration also for 2027). All bidding authorities have been invited to attend an interview and make a brief presentation in early February. Hammersmith and Fulham will be attending on 7th February and be represented by:

- Jon Pickstone, Strategic Director of Economy, LBHF
 - Val Birchall, Artistic Director and Civic Campus Curator, LBHF
 - Amy Belson, Executive Director, Lyric Hammersmith
 - Jazz Browne, CEO, Nubian Life
 - Muz Azar, CEO, HQI
 - Alison King, CEO, Turtle Key Arts
10. The interview will last up to an hour and consist of a 10-minute presentation followed by questions from the panel relating to the four sections of the application – Making an Impact; Celebrating Creativity; Deliverability; and Financial Management. The panel will also ask clarification questions specific to the bid including programme, governance, budgets and risks.
 11. The interview panel will consist of six members, including officers from the Greater London Authority and independent representatives from the cultural and creative industries. A decision will be communicated to bidders at an event to be organised in March.
 12. Should Hammersmith and Fulham be successful then the Cultural Compact will play a key role in the governance arrangements for delivering the LBoC, as this award will accelerate delivery of the Cultural Strategy, surpassing many of its expectations. However, if we are not successful then the Compact will continue to play an important role in providing strategic governance over the delivery of the Cultural Strategy and help to ensure we continue to engage and build strong relationships across our cultural sector.

Hammersmith and Fulham Cultural Compact

Terms of Reference

Introduction

1. The Hammersmith and Fulham Cultural Strategy adopted in October 2023 includes a commitment to a series of foundation actions which are considered necessary steps to creating the optimum conditions for its delivery. These are to establish an effective strategic partnership for planning, resourcing and monitoring the strategy (a Cultural Compact), create a data framework to inform actions, and develop a resourcing plan to facilitate implementation.
2. In November 2023 the Council and its partners submitted a bid to become London Borough of Culture in 2025. This also emphasised the importance of the above foundation steps in ensuring an inclusive, well-governed project and committed to undertaking them in the coming months.
3. This paper describes the Terms of Reference (scope and membership) for a Hammersmith & Fulham Cultural Compact to be adopted, in order to proceed.

Background

4. Councils have an important role to play in supporting the thriving local cultural ecosystem and have a specific, accountable, local leadership role that makes them the natural convenors of strategic discussions in a place. However, acknowledging the potential of the sector to contribute to related outcomes for wellbeing, education & skills, tourism, community cohesion and civic pride, there has been a policy shift towards inclusive, place-led approaches over recent years, enabling a greater diversity of voices to shape local decisions about culture.
5. Arts Council England (ACE) has been championing the Cultural Compact model to support the local cultural sector and enhance its contribution to development, with a special emphasis on cross sector engagement beyond the cultural sector itself and the local authority. Together with a local partnership strategy for culture, these Compacts are viewed as a potential vehicle for future ACE investment in places where they are established and could also become a route for central government investment.
6. According to ACE's review of Compacts, there is no fixed model. *"The form, functions and activities of a Compact are expected to vary according to the place where it is set up. All Compacts are expected to be defined by the ambition of developing the local cultural sector and boosting its engagement with health agencies, business, universities and other sectors"*.
7. More than twenty Cultural Compacts have been established to date. Depending on the size of place, the scale of local cultural assets, the maturity of local partnerships and other local factors, they range from Community Interest Companies to loosely constituted cultural partnerships.

8. Some are funded by the partners (for example, in Coventry the two universities jointly fund the Compact, including its Director-level leadership post). Others have a stated expectation of a contribution in cash or in kind, or operate a membership fee. Some are funded only by the local authority, some by Combined Authority or the LEP, or are part of a developed multi-stakeholder partnership network. Others operate entirely on a voluntary basis.
9. In Hammersmith & Fulham, the Compact will be the first partnership for culture since the Arts Commission in 2020. The Arts Commission comprised artists rather than cultural organisations or strategic partners.
10. While the process of developing the cultural strategy (and latterly of collaborating on the London Borough of Culture bid) has opened up a positive local dialogue and appetite for joint working, relationships with some partners are only in their infancy. The Council therefore appears to be best placed to lead and resource the Cultural Compact in its initial stages.

Scope of the Cultural Compact

11. Cultural theorist Raymond Williams described culture as “one of the most difficult words in the English language”; there is no standard definition. For the purposes of the H&F Cultural Compact it is proposed to use the categories of activity which are set out in the cultural strategy:
 - Performing arts, visual arts, craft and media
 - Activities, events, and traditions that are important to local communities
 - Heritage landscapes and historic buildings and places
 - Archives, libraries and museum collections
 - Our creative & cultural sector
12. The cultural strategy describes ambitions for culture under four themes which will frame the work of the Compact:
 - Defining, distinguishing and promoting H&F as a destination
 - Optimising creativity in cultural production and wider innovation
 - Addressing cultural inequality and promoting inclusion
 - Working collectively, sharing leadership and responsibility for a thriving sector
13. This will require close collaboration with a range of other Council services, and stakeholder groups including the Business Improvement Districts, Destination Management Partnership, Inward Investment and Strategic Marketing teams, with all stages of education, with the local innovation sector and with health, voluntary and community sector and cultural sector partners.
14. In addition, the Where Culture Connects bid (for London Borough of Culture 2025) commits to re-establishing the local Cultural Education Partnership (CEP) to co-ordinate relationships between schools, artists and cultural organisations, and support professional development and capacity building in the cultural education sector. The CEP will therefore also be an important constituent partner of the Compact.

Purpose of the Culture Compact

15. It may be helpful to think of the Culture Compact nested within other key partnership structures for the Borough to ensure the Cultural Strategy makes the optimum contribution to other key strategic aims for H&F.
16. The Cultural Strategy identifies the Compact as:
 - a. the principal partnership for the Cultural Strategy delivery including setting and monitoring evidence-based targets using an established data framework
 - b. a partnership to co-ordinate investment in cultural and creative industries sector under a shared resourcing plan, and to explore the potential for new approaches to funding
 - c. the partnership which provides strategic and visible leadership for the cultural and creative industries sector locally
17. The Compact would also:
 - a. support cultural development and cultural infrastructure planning through advice and sharing of good practice amongst partners
 - b. be the triangulation point for the key partnerships underpinning cultural and creative industries development, including the Cultural Education Partnership, the Destination Management Partnership, the newly established Culture Marketing & Communications Group and the Cultural Forum (see (18) below)
 - c. support collaboration and add value to cultural initiatives within and beyond the Borough boundary
 - d. develop and deliver projects from time to time, including overseeing delivery of the Where Culture Connects programme (if H&F is awarded London Borough of Culture status)
 - e. advocate for the local cultural and creative industries sector in relation to regional, national and European policy (for example, to respond to national consultations affecting the sector).
18. To fulfil this purpose, the Compact will need to maintain a strong dialogue with the wider sector. It will therefore be complemented by a broad and inclusive Cultural Forum with some cross-over in membership through the proposed strategic partners identified below.

Membership

19. The Cultural Compact should be a strategic partnership with membership reflecting its purpose.
20. There should be no fewer than eight and no more than fifteen people broadly representative of the public and private, cultural, education and voluntary sectors including:
 - a. the Council's Cabinet Member with lead responsibility for culture or their substitute (who may at times be a senior officer)
 - b. people with different backgrounds and experiences, knowledge of different forms of culture and different scales of cultural activity (including individual artists, small and large arts organisations)

- c. topic experts responsible for related subject areas including representatives from the Cultural Education Partnership and Destination Management Partnership
- d. expertise in equality, diversity and inclusion, to ensure the needs of the whole population are fully integrated into planning and delivery.

Initial Arrangements

- 21. An independent Chair and two Vice-Chairs will be sought from the membership
- 22. The Terms of Reference of the Compact will be adopted at the first formal meeting
- 23. A work programme will be established at the first formal meeting
- 24. Meetings will be scheduled every two months with an expectation that members of the Compact attend at least 60% of scheduled meetings
- 25. The membership of the Compact will be reviewed annually on the anniversary of the first meeting.
- 26. The Council will provide the secretariat and ensure the timely production of agendas, papers and minutes
- 27. Decisions will be taken by consensus of those attending and require a quorum of 1/3 of the members to be present (in person or online)
- 28. The Council will be the accountable body for any funds due to the Compact

Expectations of Members

- 29. Where Compact members are representatives of organisations, they should be at a level of seniority empowered to make or influence decisions within their own organisation and commit resources
- 30. Members may represent the Compact on a range of other appropriate boards or working groups as necessary
- 31. Members will be expected to respect the confidentiality of some discussions and documents to support Compact decision-making
- 32. The Compact will operate to good practice principles with the expectation that its members will:
 - a. work in the public interest - contributing positively to discussions and champion the strategic development of the cultural sector and its domains when required
 - b. consult as plans are developed - working with other members to achieve consensus on key issues to address priorities for action
 - c. balance the interests of the Borough with the interests of their organisation, their sector and themselves

- d. actively contribute experience and expertise to achieve good workable solutions
- e. encourage mutual trust, respect the views of other members and work collaboratively
- f. declare and manage conflicts of interest
- g. act with due diligence in relation to (public) funding
- h. be prepared to attend regular compact meetings.
- i. be actively committed to addressing equality of opportunity

Next Steps

- Establish a Cultural Compact on the basis of a constituted partnership, within the Council’s family of strategic partnerships.
- The Council to take the lead role in setting up the partnership and in supporting and servicing it in its initial stages
- The initial membership of the Compact to be as set out as below
- Invitations to join the Compact are issued by the Cabinet Member with the expectation of convening its first meeting as early in 2024 as possible
- The Compact will be complemented by a quarterly open access Cultural Forum which represents the wider community of interest and provides a sounding board for the Compact’s executive function. The Cultural Forum will be established following discussion with the Compact and agreement of its role.

Initial Membership Structure for the Cultural Compact

	Type of Member	Potential Representative
1	Council	Cabinet Member, Cllr Sharon Holder
2	Independent Chair	
3	Young Peoples Voice	Representative
4	Cultural Institution	Representative
5	Cultural Education Partnership	Chair once appointed
6	Destination Management Partnership	Chair once appointed
7	Large-scale cultural company	Cultural venue
8	Small-scale cultural company	Producing organisation
9	Individual artist	Practising visual artist (balancing artform)
10	Equality, diversity and inclusion	Community-led organisation
11	Post 16 education	Higher or Further Education
12	Public Health	Director Public Health
13	Regeneration	Earls Court Development Corporation
14	Heritage	Local Heritage Asset
15	Community Arts	Local provider (balancing geographical spread)
16	Support/Administration	Assistant Director Culture and officers from Cultural services

- Two Vice Chairs will be appointed by the Chair and Council from the members