


<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">5 SEPTEMBER 2016</p>	
<p style="text-align: center;">“THE CONNECTED BOROUGH: DESTINATION, CREATION AND INCLUSION” AN ARTS STRATEGY FOR HAMMERSMITH & FULHAM 2016-2022</p>	
<p>Report of the Cabinet Member for Economic Development and Regeneration – Councillor Andrew Jones</p>	
<p>Open Report</p>	
<p>Classification - For decision Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Sue Harris, Director for Cleaner, Greener and Cultural Services</p>	
<p>Report Author: Donna Pentelow, Head of Culture</p>	<p>Contact Details: Tel: 020 8753 2358 E-mail: donna.pentelow@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. Following a wide-ranging consultation on a draft arts strategy with local residents and arts organisations, the Council is planning to adopt an arts strategy centred around the three themes of **Destination, Creation and Inclusion**.
- 1.2. The Council’s vision is that Hammersmith & Fulham will become:
- One of the country’s most popular destinations for people to participate in and enjoy the arts.
 - A place in which greater creativity and innovation thrive and the arts are experienced by more people from a wider range of backgrounds.
 - A place where local residents and cultural organisations drive more clearly how the Council supports the art, ensuring that every penny of arts funding is even more focused than now.

- A place where the arts are at the centre of a dynamic local economy, leading to new jobs, businesses and economic growth.
- 1.3. The consultation has informed a wide-ranging action plan that identifies key activities and potential partnership projects. The arts strategy and action plan are attached as Appendix 2.
 - 1.4. Collaboration and partnership working are at the heart of the action plan and will be central to its success.
 - 1.5. Below are some of the core actions to focus on in 2016/17:
 - Seek external funding for an arts development officer to support delivery of the strategy
 - Create an Arts Network to act as the delivery and monitoring vehicle of the action plan
 - Explore the creation of an arts and culture trust to take forward a long-term strategic vision for art and culture in the borough.

2. RECOMMENDATIONS

- 2.1 To agree the arts strategy for Hammersmith & Fulham 2016-2022 “THE CONNECTED BOROUGH: DESTINATION, CREATION AND INCLUSION”.
- 2.2 To agree the action plan as part of the arts strategy and to commence implementation immediately.

3. INTRODUCTION AND BACKGROUND

- 3.1. This report follows the Policy & Accountability Committee (PAC) for the arts in September 2015, which reviewed the proposed arts strategy and agreed that wider consultation would be undertaken with the arts community to shape the strategy further and identify actions to deliver it.
- 3.2. Consultation has included a number of focus groups, workshops and an e-survey. Full details of the process and findings are included in Appendix 1. The strategy was presented to the Policy & Accountability Committee (PAC) for the arts on 7 June 2016, following which the strategy and action plan was updated.

4. PROPOSAL AND ISSUES

- 4.1. The revised arts strategy and action plan is attached as Appendix 2. The strategy and action plan have considered the Council’s draft Economic Growth Plan, Local Plan, and emerging Customer Strategy. Further work is planned to review the borough’s Joint Strategic Needs Assessment when developing potential projects, to strengthen how the arts can deliver against the health agenda, or identify projects that are already delivering against this agenda.
- 4.2. The consultation has informed an action plan that identifies key activities and potential partnership projects. Collaboration and partnership are at the heart of the action plan.

- 4.3. Key activities to focus on in 2016/17:
- Submit a funding bid for an arts development officer to support delivery of the strategy.
 - Create an Arts Network to act as the delivery and monitoring vehicle of the action plan.
 - Explore the creation of an arts and culture trust to take forward a long-term strategic vision for art and culture in the Borough.
 - Progress projects with major developments like Old Oak Common and continue to develop potential projects with public health and Koestler Trust.
 - Further develop libraries as cultural venues with the roll out of the Made in Libraries programme and Dancing Books project.
 - Work with the Lyric and A New Direction to establish a Cultural Education Partnership for the borough.
 - Promote and collate the benefits available to borough residents from local arts organisations.
 - Link to other community networks such as faith groups
- 4.4. Central to the success of the strategy is the leveraging of funding and resource; collaboration and an effective Arts Network. The Arts Network will be set up to bring together key individuals and organisations in the arts community to monitor delivery and act as the delivery vehicle for the action plan. The consultation has initiated discussion, connections and networking, something that the Arts Network will be able to build on.
- 4.5. The consultation has also led to a proposal from residents to explore establishing an arts and culture trust to take forward a long-term strategic vision for art and culture in the Borough. Further work needs to be undertaken to understand the viability of the proposal and how it might complement the arts network.

5. EQUALITY IMPLICATIONS

- 5.1. Inclusion is central to the strategy and a number of actions have been identified to improve access to and participation in the arts.

6. LEGAL IMPLICATIONS

- 6.1. The Council has discretionary power under the Local Government Act 1972 to do anything necessary or expedient for the development and improvement of the knowledge, understanding and practice of the arts and the crafts which serve the arts, including music, dance, theatre and the provision of entertainment, either by itself or through arrangements made with others (LGA 1972 section 145).
- 6.2. Further legal advice will be required if the Council instructs officers to investigate the option of creating an arts and culture trust.

Implications verified/completed by: Andre Jaskowiak, Senior Solicitor, Shared Legal Services, 020 7361 2756.

7. FINANCIAL AND RESOURCES IMPLICATIONS

- 7.1. There is no existing revenue budget for the arts in Hammersmith & Fulham (aside from an element of management budget for the Head of Culture post, which is shared with the Royal Borough of Kensington & Chelsea). As such, any new Arts initiatives agreed will need to be funded from new external funding, or agreed budget growth from Council contingencies.
- 7.2. Implications completed by Kellie Gooch, Head of Finance Environmental Services. Telephone 020 8753 2203.

8. IMPLICATIONS FOR BUSINESS

- 8.1. The action plan will lead to a positive impact on businesses in the borough. The strategy and plan has been drawn up considering the draft Economic Growth Plan, which is highly arts and technology centric.

LOCAL GOVERNMENT ACT 2000 **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	None		

LIST OF APPENDICES:

APPENDIX 1: CONSULTATION PROCESS AND FINDINGS

APPENDIX 2: "THE CONNECTED BOROUGH: DESTINATION, CREATION AND INCLUSION." AN ARTS STRATEGY FOR HAMMERSMITH & FULHAM (2016-2022)

APPENDIX 1: CONSULTATION PROCESS AND FINDINGS

1. CONSULTATION PROCESS

- 1.1. Following an open tender process, Hybrid Consulting were engaged to deliver the final stage of consultation on the draft arts strategy. The consultation ran from December 2015 until end of February 2016 and was extended beyond the original date of 31 January to allow more time for responses.
- 1.2. The consultation consisted of an online survey and five focus groups plus an open invitation for anyone to feedback any comments via email. A dedicated email address, arts@lbhf.gov.uk was set up for this. Sixteen emails were received from a variety of individuals and organisations via this method. A total of 24 responses was received from the online survey and 34 people took part in the focus groups. Invites were sent out to 137 arts organisations in the borough.
- 1.3. A further set of two workshops and one-to-one interviews was held in May 2016 with representatives from cultural organisations in the borough specifically to discuss actions that would deliver against the themes, what opportunities for collaboration there were and how these would fit with the organisations' own strategic objectives.
- 1.4. The following organisations and individuals participated in the consultation workshops and interviews:

Albert and Friends Instant Circus
Apothecary Gallery
Artist and Welcome Engagement Fellow
Arts Council England
BBC Commercial Projects
Bush Theatre
Dance West
Fulham Palace Trust
Hammersmith London
HF ArtsFest
Individual artists and residents
LAMDA
Lyric Hammersmith
Riverside Studios
Scario-Funk
Triborough Music Hub
Youth Club

2. CONSULTATION FINDINGS

- 2.1. The Arts Strategy should be based on:
 - The Council's policies
 - Who is in the borough/ demography

- What is in the borough
- 2.2. The draft strategy needs to include what is unique in the borough. It needs to be tailor made. The strategy needs to feed off the strengths of the borough, notably a media hub and performance spaces.
 - 2.3. Consultees queried whether the strategy should be called a cultural strategy, rather than solely arts to include explicitly libraries, heritage and museums.
 - 2.4. The strategy needs to contextualise the challenges facing art and culture during these difficult times. It needs to be a strategy for a new terrain, recognizing the changed landscape.

Priority order for approach

1. Longer term, grassroots, participatory arts programmes
2. One-off highly publicised events featuring high profile artists
3. Help with infrastructure: for example, low interest loans / pop-up studios / access to venues

Priority groups for the strategy to focus on

1. Children & Young People
2. Education
3. Regeneration

What's most important in creating a healthy arts sector?

1. Access to funding
2. High-profile arts spaces
3. Artist studios and working spaces.

The top three words that people wanted to see in the strategy:

1. Inclusive
 2. Innovative
 3. Welcoming and Opportunities (equally)
- 2.5. Participants welcomed a capacity-building programme that focused on access to funding, finding studio spaces and mentoring.
 - 2.6. Participants felt that the role of the Council should be as:
 - Connector – to connect individuals and organisations
 - Broker – to provide an information and help create and develop relationships
 - Development Agency – to provide funding and strategic direction

APPENDIX 2: “THE CONNECTED BOROUGH DESTINATION, CREATION AND INCLUSION”. AN ARTS STRATEGY FOR HAMMERSMITH & FULHAM (2016 – 2022)