



The Connected Borough: Destination, Creation and Inclusion

An arts strategy for Hammersmith & Fulham 2016–2022

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1. Our Vision

A thriving arts scene is good for the health of people and places. The arts can enhance people's general wellbeing, build education and skills, regenerate run-down areas and make communities more cohesive.

The borough of Hammersmith & Fulham is already home to a vibrant arts, culture and creative industries scene. The Appendix provides a flavour of the breadth of current activity.

We want to make it even better. The benefits of taking a fresh approach to the arts will be substantial and will be felt by residents and businesses across the borough.

Our arts 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, fostering local jobs, businesses and economic growth.

2. Our Approach

This is a council that believes in working with residents, not doing things to them, We want an arts strategy that is clearly driven by residents and the arts community.

Achieving our vision will thus take not only consistent political commitment but determined local arts leadership.

In the face of government funding cuts, the council's principal role will be as a catalyst and enabler rather than a substantial direct funder. We will be active in building the stronger partnerships, collaboration and connectivity that are essential to helping our arts scene flourish.

Driving this collaboration will be a new Arts Network. This will bring together the energy, creativity and resources from artists, residents, businesses and organisations involved in delivering or promoting the arts. It will provide leadership, drive innovation and coordinate the execution of this strategy.

A core aim of the Arts Network will be to maximise opportunities to raise funds from a range of public bodies, trusts, foundations and sponsors.

During the consultation process for this strategy, some residents also proposed establishing an Arts and Culture Trust to take forward a long-term strategic vision for art and culture in the borough. We would like to see further work undertaken to understand how this might be viable and complement the Arts Network.

3. Core Themes

This strategy centres around three core themes:

- **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.

We want to be sure that everything the council does in support of the arts – including any funding in these tough economic times – clearly relates to these themes.

3a. Destination – Making Hammersmith & Fulham a national and international beacon for the arts

We want to enhance the contribution of arts to the local community and economy by developing Hammersmith & Fulham as a thriving borough for the arts and promoting it as a creative, innovative and exciting place to live and do business in and visit from within London, across the UK and overseas.

We need to harness the experience of those involved in the arts and culture sector to help the borough regain its reputation as an important centre for creativity. We want to create a place which fosters indigenous growth in key sectors including arts and media.

An arts beacon

In one strand of activity, the council aims to develop the borough as one of the country's leading destinations for the arts. This will tie in with the council's separate strategy for economic growth, building on an existing large group of TV and media companies in the borough and exploiting new opportunities to regain the borough's leading position for culture, media, the arts and digital media.

The borough is a successful innovation district as defined in the GLA's recent report 'Spaces to Think' by virtue of its arts and technology sectors, A snapshot by LBHF's Insight and Analytics team of creative industries in the borough shows that scientific, technical, information and communication industries dominate.

We will build on and add to the innovative work already taking place across Hammersmith and Fulham. This will involve:

- Seeking to support and grow existing arts provision and capacity by identifying ways to boost the national and international profile of the borough as an arts

destination, promoting more effectively the wealth of arts activities taking place in Hammersmith & Fulham locally, pan London and nationally.

- Working with the existing arts infrastructure to attract high profile and internationally acclaimed arts performers and attractions to the borough;
- Supporting and stimulating the dynamic diversity of smaller arts activities that form an integral part of developing the borough as a beacon for the arts;

Local economic value

In the other strand of activity, the council will seek to achieve more employment, apprenticeships and contracting opportunities for local residents and businesses in the arts, entertainment, leisure, media and creative industries as a priority.

We plan to do this by:

- Growing the number of visitors and ensuring our visitor economy is well supported working with hotels, tourism and culture agencies as well as key arts venues and attractions
- Using land development opportunities wisely and supporting the growth of strong clusters of firms across the broad creative industries. We will also work closely with key anchor arts and media businesses to maximise the co-location of complementary and ancillary businesses in borough.

3b. Creation – Stimulating local artistic achievement

We want to enhance the experience of living and working in the borough and boost the local economy by stimulating artistic achievement and supporting adults, children and young people from a wide range of backgrounds to create, produce and perform excellent art of all kinds.

There is a thriving arts scene in Hammersmith & Fulham, with many nationally recognised organisations as well as individuals producing high quality art.

We want to make it easier for individual artists to find affordable space in which to live and to develop, create and perform excellent art. We also want to help them find customers and audiences. As regards larger arts organisations, we want to support existing ones to achieve greater artistic creativity and reach.

The focus must be on artistic excellence. We also want to pay particular attention to artists, organisations and businesses who encourage audiences and users to expand their horizons and explore new ideas.

This activity will dovetail with the borough's draft Local Plan, which seeks to protect and enhance the borough's attractions for arts, science and technology and the creative industries.

This will involve:

- Working with landowners, developers and property owners to provide affordable studio space for artists and creative industries.

Developing libraries as a cultural resource and space in which people can create and connect, in line with national (Arts Council England) policy and the council's own ambitions. We will seek funding to develop a programme of cultural creativity which uses libraries both as spaces to animate and as venues in their own right which can reach a different demographic. We will link this work to health promotion activities, which are already a successful feature of what libraries offer.

3c. Inclusion – The arts are for everyone

We want to ensure that residents from a wide range of backgrounds get more opportunity to experience and participate in a variety of art which challenges and inspires them and promotes their health and wellbeing.

*“I do not want art for a few, any more than education for a few, or freedom for a few”
Hammersmith resident William Morris, from a lecture on the decorative arts, 1877*

There are many opportunities for residents to enjoy, create and perform high quality art in the borough, with an active arts education offer from early years to higher education. However, we know that numerous residents do not access the arts for a variety of reasons, including cultural and financial. We want to work with local groups and partners to reduce and ultimately remove the barriers to participation, whether actual or perceived.

In particular, within both formal and informal education, we want to expand young people's horizons and stimulate their imagination, ambition and sense of the possible by giving them exposure to forms of art they would otherwise be unlikely to access.

We want to ensure that residents are aware of the wealth of arts and creative industry skills and employment opportunities in the borough – and that they know the access routes to development, training, working and running businesses in this thriving sector.

We also want to support the vast range of grassroots (or community-led) arts that are active across our borough. These groups help make arts accessible to residents from all backgrounds.

And we want to ensure that more people are able to benefit from the therapeutic effect of the arts on health, wellbeing and social inclusion. A number of studies have demonstrated that people who participate in the arts as audience members are more likely to report good health. This has the added benefit of saving the public purse money.

We further want to promote arts activities in unusual spaces to reach out to different audiences and people who wouldn't normally participate in the arts, to promote activities that are for all abilities and require no specialist equipment or knowledge, just a willingness to have a go.

Again, this dovetails with the council's draft Local Plan, which seeks to ensure that existing and future residents and visitors have access to a range of high quality facilities and services, including, health, education and training, arts and entertainment.

4. Arts Strategy Action Plan: 2016/17 – 2021/22

Overview	Actions	Priority (Low, Medium, High)	Action owner	Potential Funding Stream	Timescale
ESTABLISHING A SUSTAINABLE INFRASTRUCTURE TO SUPPORT ARTS DEVELOPMENT AND IMPLEMENT THE ARTS STRATEGY					
Provide strategy foundation	1. Ensure awareness and buy-in to the strategy across all departments and more widely, with key stakeholders.	High	Director for Cleaner, Greener and Cultural Services (CGCS)	No additional costs anticipated	2016/17
Set in place the mechanisms to deliver the arts strategy	2. Subject to successful funding bids, LBHF will appoint an Arts Development Officer, for an initial three year period, to: <ul style="list-style-type: none"> • lead on the development of the arts within the borough, • implement and co-ordinate delivery of the Arts Strategy • identify the training and capacity building support required in the sector to deliver on the Arts Strategy 	High	Head of Culture and, following appointment, Arts Development Officer	Potential Library/ Economic Development job share	2016/17
	3. Provide support and advice to artists, arts organisations and communities.				
To provide communication and facilitate intra-borough engagement	4. LBHF will work with partners (artists, creative professionals and industry experts, arts organisations and people interested in arts development in the borough) to facilitate and establish an Arts Network for local artists, arts organisations and creative practice throughout the borough. Membership to include Bush Theatre, HF ArtsFest, Hammersmith BID, Riverside, Lyric Hammersmith, Music Hub, LAMDA, Wellcome Engagement Fellow, Youth Club, Libraries, Economic Development, Apothecary Gallery, Dance West,	High	Head of Culture Following the initial meeting, to be facilitated by the Arts Development Officer (subject to funding and recruitment)	No additional costs anticipated	2016/17

	Members of the CEP.				
	5. LBHF will support on the joined-up delivery of the arts strategy and disseminate information, share best practice, promote and co-ordinate arts development activity	High	Arts Development Officer	No additional costs anticipated	2016/17
To advocate for the borough on a city level	6. LBHF will become an active member of the London Councils Arts & Culture Forum	High	Arts Development Officer	No additional costs anticipated	2016/17
To assess quality of delivery	7. LBHF will devise an evaluation strategy that considers the quality of activities delivered, outcomes and outputs and builds these into on-going assessment of the work and delivery of the strategy and actions	High	Evaluation Consultant to work with the Arts Development Officer	External Funding bid	2016/17 and on-going
To support the on-going needs of the sector	8. LBHF will disseminate information on funding streams for the arts by having an information sheet available on the LBHF website ¹	High	LBHF website Manager / Head of Culture	No additional costs anticipated	2016/17
To connect research to action	9. LBHF Department of Planning and Growth will share the findings of any research that might support analysis of the current arts infrastructure. They will help to identify routes to delivering the Creation and Destination dimensions of the strategy, along with an analysis of what is needed to future proof existing strengths in the performing and visual arts and within museums	High	Principal Business Investment Officer	No additional costs anticipated	2016/17
To ensure that all funding is in line with priorities	10. LBHF will evaluate its relevant grants funding arrangements to ensure that funded activities align with the priorities of the Arts strategy	High	Arts Development Officer	No additional costs anticipated	2016/17

¹ Attached at Appendix.

To deliver sustainability	11. LBHF will research and produce a fundraising strategy, including an on-going assessment of the Community Infrastructure Levy process, to support the delivery and implementation of the Arts Strategy	High	Arts Development Officer/ Arts Network	Potential to include within Grants for the Arts application with LBHF match funding	2017/18
	12. LBHF will explore the creation of an endowment fund for the Arts in the borough in partnership with residents and local supporters via the establishment of an Arts & Culture Trust.	Medium	Head of Culture and Interim Head of Economic Development and Learning Services	To be determined	2016/17
	13. LBHF will work to embed arts and culture throughout the council. e.g. procurement strategies	Medium	Director for CGCS and Head of Culture	No additional costs anticipated	2016/17
	14. LBHF will explore options to provide affordable live work spaces for artists and creative practitioners.	High	Director for CGCS, Housing, Planning Officers, ACAVA and private sector developers	No additional costs anticipated	2017/18
To raise the profile of work taking place across the borough	15. LBHF will establish a forum where businesses, developers, artists, creative industries and sporting services, venues and facilities can come together to foster and nurture dynamic arts development, business and partnering arrangements	Medium	Arts Development Officer working with the Hammersmith BID	No additional costs anticipated	2017/18
	16. LBHF will promote opportunities for residents to volunteer in the arts along with the social, cultural and economic value associated with volunteering	Low to medium	Arts Development Officer working with the Volunteer Centre and HF ArtsFest	No additional costs anticipated	2018/19
To ensure that	17. LBHF will undertake a formal review of the action plan	High		No additional	2018/19

the strategy remains connected to the sector	in 2018/19 to inform and give shape to future action plans, to maintain the momentum and to ensure relevance for the delivery of the arts strategy		Head of Culture, Arts Development Officer, Arts Network and stakeholders.	costs anticipated	
DESTINATION – MAKING THE BOROUGH A NATIONAL AND INTERNATIONAL BEACON FOR THE ARTS					
Overview	Actions	Priority (Low, Medium, High)	Action owner	Potential Funding Stream	Timescale
	18. LBHF, in partnership with arts organisations (Bush Theatre, Riverside, HF ArtsFest) and the BID, will explore options to provide a rotational focus and activity across the three town centres of the Borough, e.g. Bush Theatre re-opening in 2017, Riverside Studios re-opening 2018, explore the viability of a cultural programme connected to the Westfield extension.	High	Head of Culture, Bush Theatre, Riverside, Hammersmith BID, Lyric Theatre Westfield.	No additional costs anticipated	2016/17
To ensure the arts are integral to the boroughs regeneration and development programmes	19. In strategic discussions with national organisations (e.g Arts Council England, Heritage Lottery Fund, Big Lottery etc.), LBHF will advocate on behalf of arts groups in the borough and lobby to attract support and external funding for arts initiatives across the borough	High	Head of Culture/ Departmental Heads as appropriate	No additional costs anticipated	2016/17 and on going
	20. LBHF will work with developers and within regeneration programmes taking place across the borough to maximise opportunities to incorporate arts provision (studios, office and incubation space for creative industry and arts related businesses, accommodation for SME arts organisations etc.) and increase access to arts provision into new	High	Head of Culture and Interim Head of Economic Development and Learning Services, ACAVA	No additional costs anticipated	2016/17 and on going

	<p>developments with a particular focus upon Section 106 requirements.</p> <p>There is potential to develop existing hubs, such as the UGLI centre, and art restorers at the Sullivan Enterprise Centre, these could offer incubator spaces upon which to build profile and brand awareness.</p>				
	<p>21. LBHF will seek to ensure that regeneration areas such as the Earls Court and Old Oak Common – as well as quarters such as White City - invest in arts, culture and creative industries for the borough, either by securing high quality arts and cultural spaces or by supporting existing creative programmes, as part of their development schemes</p>	High	Head of Culture, Interim Head of Economic Development and Learning Services, White Noise initiative, Developers	No additional costs anticipated	2016/17 – 2018/19
	<p>22. LBHF will seek to encourage a wide range of art fairs and exhibitions into the borough, particularly within the borough’s parks and open spaces</p>	High	Events Team, Arts Development Officer	No additional costs anticipated	2016/17 and on-going
	<p>23. LBHF will seek to involve artists and integrate artwork in its public realm improvement plans.</p>	Medium	Head of Culture and Head of Highway Maintenance and Projects	External Funding	2016/17
	<p>24. LBHF will work with partners to protect and enhance the existing arts infrastructure in the borough to ensure quality and fitness for purpose so they are able to support excellence and ambition.</p>	Medium	Arts Network, Head of Culture	External	2016/17
	<p>25. LBHF will seek through its land development and regeneration strategies to support the existing arts organisations to attract visitors to the borough and boost the local economy.</p>	High	Arts Development Officer and Interim Head of Economic Development and Learning Services.	No additional costs anticipated	2017/18 and on going

	<p>26. LBHF will work with developers, regeneration and commercial partners to establish temporary arts spaces in, for example, buildings earmarked for redevelopment</p>	<p>High</p>	<p>Arts Development Officer, Head of Economic Development and Learning Services Director of Asset Management and Property Services</p>	<p>No additional costs anticipated</p>	<p>2017/18 and on going</p>
	<p>27. LBHF will undertake a feasibility study to examine options for the presentation of part of the borough's own art collection - the Cecil French Bequest in a permanent home. This will include an approach to museums such as the Lady Lever Art Galleries in Port Sunlight to assess suitable levels of investment and profile amongst others² as well as initiating discussions with art restorers based in the borough to gauge levels of interest (for e.g at Sullivan Enterprise Centre)</p>	<p>Medium</p>	<p>Arts Development Officer</p>	<p>No additional costs anticipated</p>	<p>2017/18</p>
	<p>28. LBHF will seek to participate in Open House, Totally Thames, Open Studios and other pan-London cultural festivals</p>	<p>Medium</p>	<p>Arts Development Officer</p>	<p>Costs to be determined</p>	<p>2017/18</p>
	<p>29. LBHF will actively support borough wide arts venues to attract major or significant arts programmes and ensure high profile communications</p>	<p>High</p>	<p>Head of Communications and Arts Development Officer</p>	<p>No additional costs anticipated</p>	<p>2018/19 and on going</p>

² A consultant to undertake the feasibility study, examine funding/funder options etc. could be procured to do this.

30.	31. LBHF will work with Visual Arts organisations, Fulham Palace, Kelmscott House and the riverside attractions, to help promote these as destinations for out of borough visitors	Medium	Arts Development Officer	No additional costs anticipated	2019/20
CREATION – STIMULATING LOCAL ARTISTIC ACHIEVEMENT					
Overview	Actions	Priority (Low, Medium, High)	Action owner	Potential Funding Stream	Timescale
	32. LBHF will produce a business perspective on the arts and cultural sector and creative industries, carrying out an audit of the facilities, activities, organisations, artists and creative services across Hammersmith and Fulham with the aim of benchmarking current levels of activity in the sector.	High	Interim Head of Economic Development and Learning Services and Planning Officer	Internal	2016/2017
	33. LBHF will work with the Library service, other venues, locations and service providers across the borough to enable an informal network of exhibition spaces	High	Arts Development Officer and Development Manager	Internal and Grants for the Arts	2016/17
	34. LBHF in partnership with the developer Tideway and the Wellcome Trust Engagement Fellow, to explore the viability of buildings in Parks or open spaces (such as South Park) being used as a space to support visual arts provision (gallery/ workspace), recognising and celebrating the intersection between arts, science and technology.	High	Arts Development Officer, Wellcome Trust Engagement Fellow and Parks Manager	Internal and Wellcome Trust Fellow	2016/17
	35. LBHF will develop libraries as a cultural resource and space in which people can create and connect, in line	High	Library Service, Head of Culture and Dance	External	2016/17

	with national (Arts Council England) policy and the council's own ambitions. LBHF will seek funding to develop a programme of cultural creativity which uses libraries both as spaces to animate and venues in their own right which can reach a different demographic. LBHF will link this work to health promotion activities, which are already a successful feature of what libraries offer.		West		
	36. LBHF will work with Public Health colleagues and the CCG to explore potential arts projects that will directly benefit the health and wellbeing of residents, for example, singing on prescription	Medium	Head of Culture, Arts Development Officer, Public Health, Music Hub and CCG	External	2016/17
	37. LBHF will explore a partnership with the Koestler Trust, currently operating out of Wormwood Scrubs Prison, to develop a proposal for keeping the prison arts charity in the borough and exploring potential opportunities to display the Cecil French Bequest	Medium	Head of Culture, Koestler Trust, Planning	External	2016/17
	38. LBHF will explore working with Hammersmith London, Town Centre Managers, the Arts Network and local businesses to provide space in shop windows for local artists to showcase their work.	Medium	Arts Development Officer, Arts Network, Hammersmith London, Town Centre Managers	External	2017/18
	39. The Arts Network will explore options to develop the borough arts venues and libraries as hubs for artists and arts development. 40. LBHF will explore options to develop libraries as local hubs where artists can connect, show work and/ or use rooms that are not booked for other activities.	High	Arts Network, Arts Development Officer and Head of Service in Libraries	Venues, Internal and Grants for the Arts	2017/18
	41. LBHF will develop the use of the Glass Box at the Town Hall as a curated exhibition space for local	Medium	Arts Development Officer, Amey and Arts	External	2017/18

	artists to showcase their work.		Network		
	42. LBHF will work with land owners, developers and property owners to provide affordable studio space for artists and creatives ³	High	Arts Development Officer, Planning Officer, ACAVA	No additional costs anticipated	2018/19 and on going
	43. LBHF will support and encourage, through provision of contacts and advice, the use of empty buildings as pop-up galleries and venues for local artists to exhibit and sell their work.	Medium	Arts Development Officer and Planning, and Regeneration	Internal	2018/19 and on going
	44. LBHF will promote the borough’s creative industries to raise their profile, and will initiate activities to help attract new and industry-leading creative industry technology businesses to the Borough.	Medium	Arts Development Officer, LBHF Communications Team, Principal Business Investment Officer and the Arts Network	Internal	2018/19 and on going
	45. LBHF will work with HF ArtFest with support of the Lyric to develop the case for an even wider and fuller community arts festival from 2017 onwards.	Medium	HF Arts Fest, Arts Development Officer and the Lyric	External	2018/19
	46. LBHF will support the Lyric to launch a community outdoor project in 2019.	Medium	Arts Development Officer and Lyric Theatre	External Funding	2019/20
	47. LBHF will work with local educational institutions (such as LAMDA and Imperial College), businesses, public,	High	Arts Development Officer and Interim	Internal	2019/20 and on going

³ The provision of studio space was a widely reported issue during the period of consultation. It is possibly the highest priority for artists and creatives that emerged through the consultation.

	creative industries and arts organisations to maximise employment opportunities for local people in the arts and creative industries.		Head of Economic Development and Learning Services		
INCLUSION – THE ARTS ARE FOR EVERYONE					
Overview	Actions	Priority (Low, Medium, High)	Action owner	Potential Funding Stream	Timescale
	48. LBHF will ensure that inclusion and increasing access to the arts for all residents and communities in the borough is integral to relevant council grant aid and funding programmes.	High	Arts Network and Arts Development Officer and Head of Community Investment	Internal	2016/17 and on going
	49. LBHF will direct council support to programmes and projects that encourage the participation of socially excluded groups in the arts	High	Arts Development Officer	Internal	2016/17 and on going
	50. LBHF will support SMEs/emerging organisations, such as HF ArtsFest, enabling them to become financially sustainable so that they can continue to deliver their participatory community based creative programmes	High	Arts Development Officer and Arts Network	Esmee Fairbairn Foundation/ Tudor Trust	2016/17
	51. LBHF will apply to Arts Council England for strategic funding to enhance the libraries’ role as a place for local residents and artists to engage with each other, exploring the potential for a model similar to IdeasTapp’s ‘Artists at Home’ scheme	Medium	Arts Development Officer, Riverside and Libraries Team	ACE, Grants for the Arts, Libraries Strategic Fund	2016/17

	<p>52. LBHF will support the Lyric and A New Direction to establish a Cultural Education Partnership which will work strategically to create the conditions for all young people in Hammersmith & Fulham to benefit from a creative childhood. This will entail supporting the development of both curricular and non-curricular based programmes of arts activities for children and young people that provide opportunities for them as creators, participants and audiences. LBHF will be an active member of the CEP – advising as appropriate.</p>	<p>Medium</p>	<p>Lyric Hammersmith, A New Direction, Head of Culture, Schools and providers of Children’s services (including Music Hub),</p>	<p>No additional costs anticipated</p>	<p>2016/17 and on going</p>
	<p>53. LBHF will review the borough’s programme of events to explore whether there are opportunities for local artists to be part of LBHF events, for example the borough’s firework display and Playdays</p>	<p>Low - Medium</p>	<p>Arts Network, Arts Development Officer/ Events Manager</p>	<p>No additional costs anticipated</p>	<p>2016/17</p>
	<p>54. LBHF will, while options for a permanent home are being explored, seek to provide access to the Cecil French Bequest by taking high resolution pictures of the collection and making these available to schools and colleges</p>	<p>Medium</p>	<p>Head of Culture</p>	<p>Internal</p>	<p>2016/17</p>
	<p>55. LBHF will promote the arts in outdoor spaces such as Lyric Square and other public spaces, including Hammersmith London’s Summer Festival</p>	<p>Low - Medium</p>	<p>Lyric Hammersmith, Hammersmith London Arts Network, Events Team, Parks and Open Spaces Manager</p>	<p>No additional costs anticipated</p>	<p>2016/17</p>
	<p>56. LBHF will explore how to collate and promote in one place all of the benefits available to local residents from local arts organisations e.g Lyric Free First Night scheme</p>	<p>High</p>	<p>Head of Culture and Arts Network</p>	<p>No additional costs anticipated</p>	<p>2016/17</p>

	57. LBHF will support the work of the Triborough Music Hub as they carry out a programme of workforce development in early years work across sites in Hammersmith and Fulham (2016 - 2018)	Medium	Head of Culture, Music Hub, Arts Network	No additional costs anticipated	2016/17
	58. LBHF will work with the arts network, community champions and local access groups to promote and develop accessible and diverse programmes to reach into and celebrate different cultures and audiences, taking into account the outcomes of the disability commission.	Medium	Arts Network, community champions, and access groups.	External	2016/17
	59. LBHF will support the work of Albert & Friends Instant Circus to bring inspirational circus skills to children and young people, particularly those from disadvantaged backgrounds.	Medium	LBHF, Albert & Friends Instant Circus	No additional funds required	2016/17
	60. LBHF will work with the Arts Network to identify actions to promote the role of the arts in sustainability and fostering a greener borough. This includes ensuring green infrastructure to reduce climate impacts but also promoting positive responses to climate change in terms of behaviour, developing community resilience and the wellbeing of residents.	Medium	Arts Network, LBHF	External	2017/18
	61. LBHF will work with a range of private, public and third sector partners to develop a plan to tackle barriers, including financial ones, to accessing and participating in the arts	High	Arts Network and Arts Development Officer	Internal	2017/18 and on going
	62. LBHF will establish a youth arts forum, working in partnership with youth service & arts providers to promote and support projects that encourage the participation of children and young people in arts activities	High	Members of the Arts Network, Music Hub and Arts Development Officer	Internal	2017/18 and on going

	63. LBHF will explore mapping community infrastructure to assess reach and engagement, create a community facilities map which includes and promotes the full mix of local events, venues, businesses and manufacturers, along the lines of New York City's "Green Map"	Medium	Arts Network and Arts Development Officer	Internal	2019/20
	64. LBHF will explore options to create an art trail through the borough that encourages increased connectivity between the three town centres – Shepherd's Bush, Hammersmith and Fulham – and with the river	Medium	Arts Forum and Arts Development Officer BID	External funding applications – Grants for the Arts, Sustrans	2017 – 2019
	65. LBHF will examine approaches to develop cultural commissioning as a means to secure engagement of older people in the arts. To improve health and well being, LBHF will review the JSNA when exploring joint projects with arts providers	Medium to High	Arts Forum, Arts Development Officer, Bush Theatre, Dance West, Youth Club, CCG, Health & Wellbeing Board	Baring Foundation, CCG	2017/18 and on-going
	66. LBHF will review how to support the vast range of grassroots (or community-led) performing arts, music and dance clubs active across the borough. Mapping and awareness raising will support increased engagement	Medium	Arts Development Officer	No additional costs anticipated	2017/18 – 2018/19
	67. LBHF will examine the opportunities to provide free exhibition space to local artists in council owned and managed buildings across the borough	Medium	Arts Development Officer / Property Management	No additional costs anticipated	2018/19 and on going
	68. Following a review of the local demography, LBHF will examine approaches to develop cultural commissioning, as a means to secure the engagement of children and younger people in the arts to expand their horizons, ambitions and improve educational	Medium to High	Arts Network, Arts Development Officer, Children's services / Children's partnership, Youth Forum	Baring Foundation, CCG	2018/19 and on going

	attainment				
	69. LBHF will work with healthcare providers and third sector providers (for example AESOP arts enterprise) to promote the positive effects of participating in arts activity on health and wellbeing	Medium	Arts Network, Arts Development Officer, Health & Wellbeing Board, CCG	CCG or external funding	2019/20 and on going
	70. LBHF, through the provision of information, advice and support, and by working in partnership with arts providers and the creative industries sector, will research and explore the opportunity and capacity to increase the number of apprenticeships within creative organisations in the borough by offering support and information	Medium	Interim Head of Economic Development and Learning Services , Arts Network, Arts Development Officer, Arts Organisations, West London College, Creative industry business leaders	No additional costs anticipated	2020/21 and on going
	71. LBHF will promote the public artwork sited and exhibited at the Imperial College Healthcare Hospitals	Low	Arts Development Officer	No additional costs anticipated	2020/21

Appendix: The arts in Hammersmith & Fulham today

We already have a thriving arts scene in Hammersmith & Fulham in many ways. We are home to a number of large and prestigious arts organisations with national and international reputations and we house a vibrant, diverse population of small organisations and artistic activity.

Destination

The borough has a strong and long-established performing arts presence, with the Lyric and Bush Theatres. We are home to the London Academy of Music and Dramatic Art (LAMDA), an international centre for drama training.

Music features strongly across the borough, with a rich commercial offering that includes Eventim Apollo, O2 Shepherds Bush Empire and Bush Hall. The latter is one of only seven independent venues remaining in London that offers a wide range of arts-based activities.

Our riverside locations offer ample opportunities for use as cultural sites. The soon-to-be-reopened Riverside Studios should provide a range of cultural spaces.

Fulham Palace, the country residence of the Bishop of London, and Kelmscott House, once home to William Morris, help us demonstrate the borough's rich cultural history.

The borough is host to fascinating and unique archives. Besides the council's own archives, this includes Riverside's extensive archive and the artist Alasdair Hopwood's False Memory Archive.

Creation

The dynamism of local arts activity beyond our high-profile organisations is evidenced in a range of activities. The borough-wide Artists at Home initiative has been running for over 40 years, while the more recent HF ArtsFest is a new festival on the calendar.

Even after its relocation, the BBC retains a strong presence in the borough. This media presence has provided us with a technological and creative footprint upon which to build.

We are proud that ACAVA continue to provide facilities to support visual artists, building on work that started in Hammersmith with council support in the early 1970s.

Inclusion

Our musical diversity is represented in offerings such as the schools-based Music Hub, The Music House for Children, Bush Hall and Fulham Opera.

The vibrancy of cultural venues is evident in the Polish Cultural Centre (POSK), the Irish Cultural Centre and The Bhavan Centre for Indian music and dance, as well as organisations such as the Kurdish Association.

We support an excellent network of libraries and we want to expand their community engagement and literacy development role, acting as focal points throughout the borough.

Commercial galleries, social enterprises and community interest companies are taking root in the borough and working with schools, colleges, community groups and artists. Examples include Studio 106, Youth Club and The Apothecary Gallery.

Through the adult learning classes run by the council, hundreds of residents create arts and crafts every year.

The creative industries in the borough

The GLA's recent report *Spaces to Think*⁴ identifies Hammersmith & Fulham as a successful "innovation district"⁵. It says that by virtue of its arts and technology sectors, investment in the borough will provide organisations with the necessary competitive advantages to increase trade.

According to *Spaces to Think*, the breadth of the local knowledge economy, with its emphasis on high-skill jobs which are often at the intersection of technology and creativity, has led to the development of the borough's innovation districts in areas with the right mix of economic, physical and networking assets. One such district identified is White City.

Recent research by Deloitte ranks London as the city with the largest growth in knowledge economy employees, boasting a 16% increase between 2013 and 2016, according to their definitions of the knowledge economy. Sydney, the second-ranked city, saw a growth of just 6.6%. New York, often portrayed as London's competitor for top globally-ranked city, saw its number of knowledge economy employees drop by 0.4% over the same period. London also boasts the largest share of knowledge-based employment as a percentage of all employment: 31% compared to New York's 27%.⁶

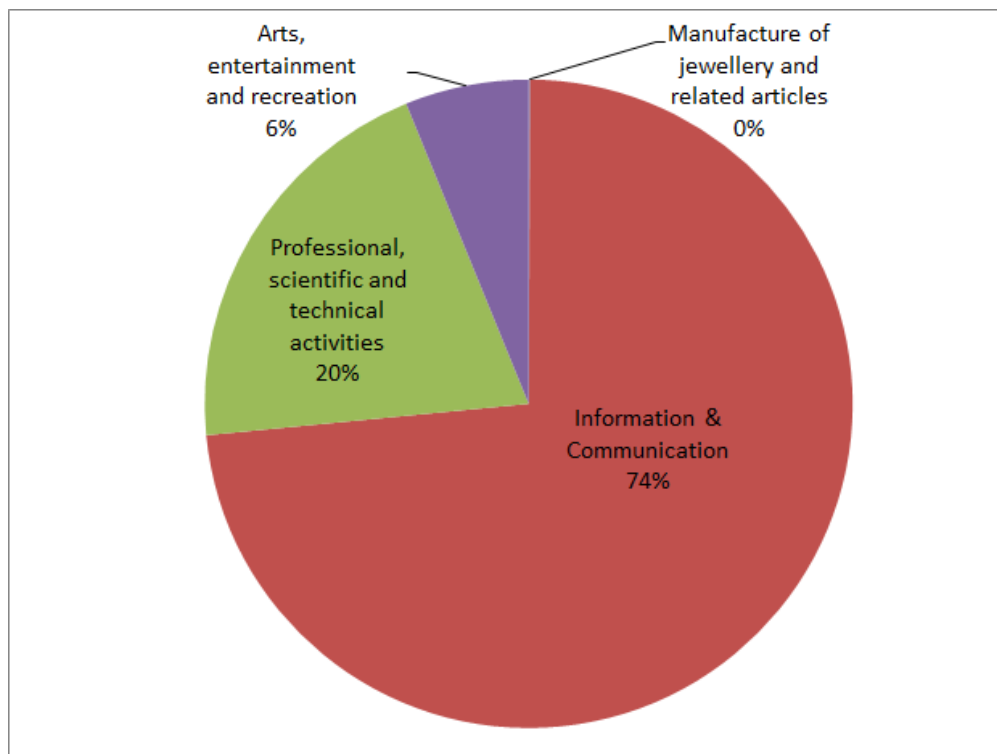
A snapshot of creative industries in LBHF shows that scientific, technical, information and communication industries dominate.

⁴ *Spaces to Think: Innovation Districts and the Changing Geography of London's Knowledge Economy*. Kat Hanna, Centre for London, April 2016

⁵ "Innovation districts" is a term used by Bruce Katz and Julie Wagner of the Brookings Institution to describe the rise of geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators.

⁶ *Global Cities Global Talent. London's rising soft power*. Deloitte, 2016

1: The structure of creative industries within LBHF

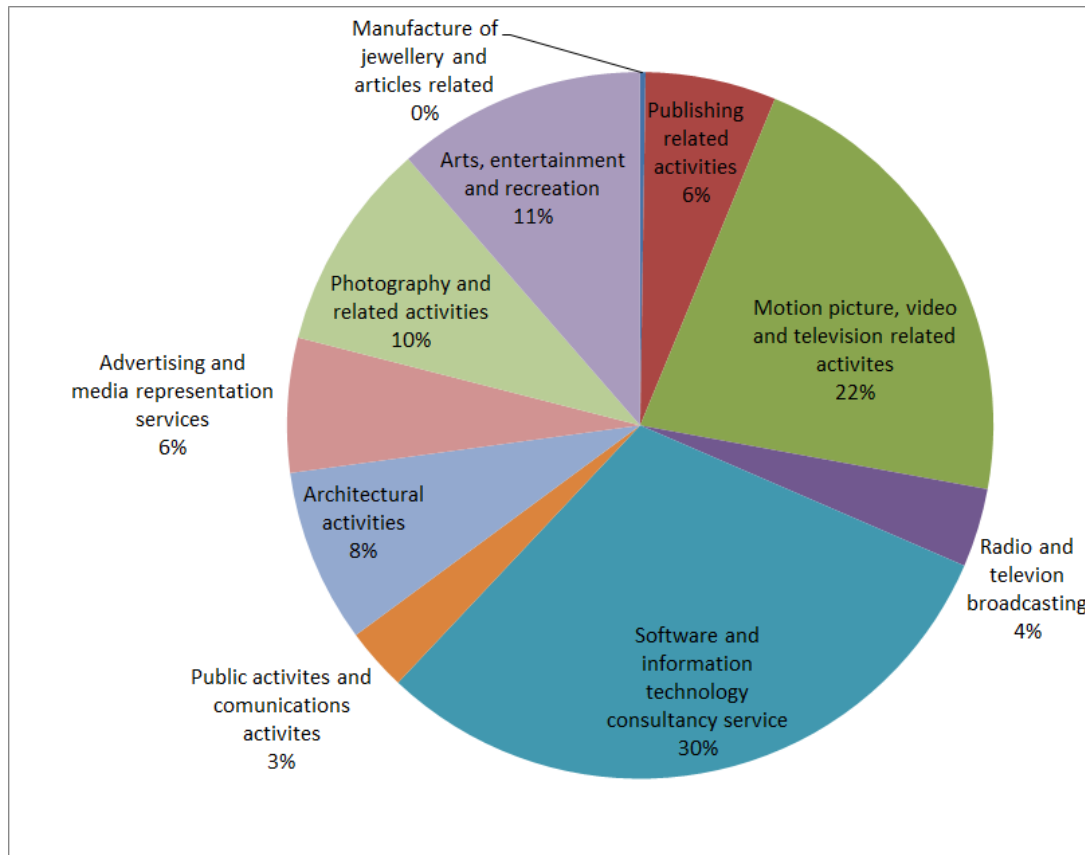


Source: BRES 2014, Office of National Statistics, employment figures

A closer look at these creative industries show that software and information technology consultancy services make up the largest proportion of the creative businesses within the Borough (30%); this is closely followed by businesses in the 'Motion picture, video and television related activities' industry division (22%).

Manufacture of jewellery and related articles, public activities and communication activities and radio and television broadcasting make up the smallest proportion of the creative businesses in Hammersmith and Fulham, this is shown in Chart 2 below.

2: Creative businesses in LBHF



Source: UK Business Count ONS, 2015⁷

⁷ Publishing-related activities include the publishing of books, directories, mailing lists, journals, newspapers, computer games, software and other publishing activities