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Hammersmith & Fulham Borough of Culture

Status: **Assess** Change Management Report Project ID: **P10983**

London Borough of Culture London Borough of Culture

12 unapproved blocks [Collapse all blocks \(\)](#)

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0 unapproved changes

There is no approved version of this block

New unedited block

Project title
Hammersmith & Fulham Borough of Culture

Bidding arrangement
London Borough of Hammersmith and Fulham

Organisation name
London Borough of Hammersmith and Fulham

Programme selected
London Borough of Culture

Project type selected
London Borough of Culture

▲ General Information**[Jump to Contact with us \(\)](#)**

New block with edits

There is no approved version of this block

Unapproved changes on 29/11/2017 by [REDACTED]

Name of Borough.

Hammersmith & Fulham

Borough address.

Town Hall, King Street, Hammersmith, London W6 9JU

Name of contact person.

[REDACTED]

Position held.

Arts Development Officer

Directorate.

Regeneration, Planning & Housing

Department/Business Unit.

Arts & Culture

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▲ Contact with us**[Jump to Project Overview \(\)](#)**

New block with edits

There is no approved version of this block

Unapproved changes on 29/11/2017 by [REDACTED]

If you have discussed your activity with a member of GLA staff, please tell us their name (or names), if you know, and which team they work in

[REDACTED], Senior Policy Officer

If you are related to any elected GLA members or GLA staff, please tell us about your relationship with them, their name (or names) and which team they work in

-

▲ Project Overview**Jump to Making an impact ()**

New block with edits

There is no approved version of this block

Unapproved changes on 29/11/2017 by [REDACTED]

Which year are you applying to become the London Borough of Culture?

Either 2019 or 2020

If you have a preference for a particular year, please tell us why

-

How much funding are you applying for from the GLA in this application? (£)

1100000

How much will your programme cost in total? (£)

1960000

Provide a summary of the proposed programme.

In Hammersmith and Fulham, we will use culture to harness the innovation of the borough, and bring the diverse communities together to enrich lives through the arts. We will do this in three ways:

Destination: Creating the Cultural Capital of West London in H&F

Creation: Producing the best art and enabling the best artistic talent to grow

Inclusion: Ensuring everyone has their lives enriched by the arts

In each strand, we will collaborate with residents and artists to co-produce a broad programme of events and activity including the Great White City Exhibition, the River Festival, Creative Future Champions and JOYFest.

Our programme is not just about putting on a show, a one-hit wonder, but nurturing our talent, creativity and ambition to continue to build a successful and sustainable cultural sector, where everyone has opportunity and means to engage.

▲ Making an impact**Jump to Celebrating creativity ()**

New block with edits

There is no approved version of this block

Unapproved changes on 29/11/2017 by [REDACTED]

Describe your borough, its people and places. We want a snap-shot of your borough profile and where you see its future, demonstrating a clear evidence base and a statement outlining why you need this award.

Hammersmith & Fulham is a borough of opportunity through innovation, challenged by polarisation.

London's thriving international economy is forcing business outwards from the increasingly expensive centre. Crossrail will drive this expansion west and east. With all the advantages we have now, it's no surprise investors are already eyeing up Hammersmith & Fulham for growth through innovation opportunities. We have exceptional transport links - the nearest major business centre to Heathrow, 14 tube stations, the West End and the City in easy reach, and HS2 poised to speed up travel to the rest of the UK. We're home to numerous international businesses and new regeneration projects are boosting White City, Shepherd's Bush, Hammersmith town centre and Fulham. Our thriving media, creative, and cultural scene includes the Lyric and Bush Theatres, LAMDA, Riverside Studios and the BBC. Our leisure facilities and night-time economy make the borough a great place to live and work. Innovation is thriving with particular strength in the tech and services sectors.

As demonstrated in the LEA report (1) and within the LBHF Industrial Strategy (2), H&F is one of the most resilient and competitive economies in the UK, primarily in the service-led sectors and knowledge-based economy including the cultural and creative sectors. This success however is fragile and H&F has a low survival rate of businesses. There is a high level of long-term unemployment and significant differentials between different wards within the Borough (detailed in the Borough Profile - 3). Despite the population having a higher than average level of qualifications, there are skills gaps and low educational standards within the Borough. H&F is one of the most desirable areas to live in with high levels of satisfaction reported by residents but it is one of the most costly and there is insufficient provision of affordable housing.

In the light of this, H&F are seeking to regenerate and support the most deprived areas of the Borough as well as engage with and promote the successes, to improve access for all, improve opportunities, build a sustainable economy and improve quality of life. The LBOC programme is essential in achieving these long-term ambitions as it is designed to connect with and support the wider Borough strategies, particularly the Industrial Strategy, Local Plan, Arts Strategy and H&F Disability Commission report.

The West London Skills and Productivity Strategy, written by the West London Alliance (4), has highlighted the skills gap and high levels of unemployment in the area together with plans to address them. Our

programme connects with their objectives in building capacity, improving attainment and working cohesively, using culture as a conduit for engagement with all.

From the 2014 Borough Profile, Hammersmith & Fulham has a population of over 185000 people which is growing naturally at approximately 4.5%. The Borough also has a higher proportion of young adults (25-34) with a correspondingly reduced number of elders and children than London and nationally. Over 55% of residents identify themselves as from an ethnic group other than White British, reflecting the London average and significantly higher than the national average (19.5%).

Whilst H&F has a lot going for it, there is no doubt it's a borough of extremes. Rich and poor live side by side, creating inequalities within small geographical areas – with areas of affluence adjoining areas of deprivation. H&F has the fourth highest house prices per sqm in Great Britain, yet a third of children under 16 (29%) live in poverty. 27% of residents live in neighbourhoods categorised as the 20% most deprived nationally. The borough is home to many diverse communities, and has high levels of migration in and out the borough. And it's a borough where all too frequently people from different generations don't get the chance to interact and share their views of the world.

Please continue your answer below if required

Hammersmith and Fulham had the 8th highest population with severe and enduring mental illness known to GPs in the country in 2012/13 (2,452 people). Over 23000 people are registered as having long-term illness or disability in the Borough and from the Disability Commission's report (5), there is a considerable need to deepen engagement and enable access to cultural activities.

In Hammersmith and Fulham, we want to use culture to harness the innovation of the borough, and bring the diverse communities of together to enrich lives through the arts. We will do this in three ways:

Destination: Creating the Cultural Capital of West London in H&F

Creation: Producing the best art and enabling the best artistic talent to grow

Inclusion: Ensuring everyone has their lives enriched by the arts

Our programme for this bid for LBOC reflects the Arts Strategy pillars (6) so that the programme maximises opportunities for ongoing engagement, significant local impact and long-term legacy.

As described in the H&F Arts Strategy, the cultural sector in the Borough is thriving with particular success in technical innovation which is also reflected in the Industrial Strategy for the Borough. The cultural sector is made up of a wide range of organisations, businesses and independent practitioners (7).

Reflecting the demographic information, the primary audience segments that are active in the Borough are Metroculturals and Kaleidoscope Creativity (reference 8) and this is endorsed by the venue audience data from the Eventim Apollo and the Bush and Lyric Theatres. Our programme therefore reflects the need to provide a range of cultural experiences and events that

capitalise on these already-engaged audiences as well as attracting and opening up opportunities for our broader demographic, particularly Facebook Families, Experience Seekers and Trips & Treats.

Hammersmith & Fulham is a melting pot, a cauldron of creativity, with over 185,000 different ingredients. This extraordinary combination of individuals, dovetailed with the strategic considerations for the Borough as a whole, has informed this programme to ensure it is relevant, appropriate and impactful, taking advantage of the opportunities within and without the Borough and dovetailing with the core strategies and long term outcomes. For Hammersmith & Fulham, being a London Borough of Culture is about mixing the melting pot to co-produce a programme that is sustainable and speaks with the voice of the people of the Borough.

Explain how becoming the London Borough of Culture in 2019 or 2020 will help you achieve your ambitions and create long term change.

Last year Hammersmith and Fulham underwent a comprehensive review of arts and culture in the borough, culminating in the publication of the first H&F arts strategy in over ten years. The strategy has three core objectives for the positive change we want to make in the borough.

DESTINATION: 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 and exciting place to live in, do business in and visit from within London, across the UK and overseas.

CREATION: 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.

INCLUSION: We want to ensure that residents from diverse backgrounds get more opportunity to enjoy and participate in a variety of types of art which challenges and inspires them and promotes their health and wellbeing.

Whilst the arts strategy has provided the outline sketch, London Borough of Culture has provided us with the opportunity to transform this into a richly drawn artwork. We undertook further public consultation to do this, including:

- Public Meetings
- Arts networks and organisations
- Tenants and residents' associations
- Business forums

This has been combined with detailed analysis of council strategy to ensure we use culture to realise the borough's broader strategic vision. During the LBOC year, culture will be embedded in all council policies, but there will be direct correlation to:

- Local Plan
- Business Plan

- Industrial Strategy
- Resident-led Strategy

This bid is about harnessing the existing creative talent in the borough, and unlocking the potential of residents of all ages. As a result, it will be done through the model of co-production, with each project or programme having the following:

- Lead Partner (LP): An artist, organisation or curator that is specialist in the area who will drive the project forward.
- Delivery Partners (DP): Specialist organisations in the field.
- Community Partners (CP): Bringing residents or service users to the table, and ensuring that no residents' voice is left unheard.
- Local Partners (LoP): Businesses or organisations who will provide space, infrastructure or expertise.
- H&F Council Partners (H&F): Officers from relevant council departments, ensuring cross-discipline working.

STRATEGY

The twin spirits of innovation and collaboration are the lifeblood of the H&F LBOC bid, and they will flow through everything we do as we turn the whole of Hammersmith & Fulham into the world's biggest Creative Lab.

The following principles have formed the proposed programme:

- From H&F with Love: Rather than parachute in artists or organisations from outside, we will harness the extraordinary talent of the artists and organisations based in the borough – ensuring legacy and partnerships beyond the LBOC year.
- Cultural Opportunity Areas: With more major regeneration projects than anywhere in the city, we will use LBOC to ensure that these developments are fundamentally impacted by the culture of the residents who live here.
- Cultural Growth for Everyone: The industrial strategy is centred on “Economic Growth for Everyone” – and the LBOC will ensure that this is the case for culture and no resident is left behind in improving their quality of life.

DESTINATION

AMBITION: Building a Cultural Capital for West London in H&F

POLICY OR STRATEGY: Local Plan

FOCUS: New cultural centres created in the Opportunity Areas; Building visitor economy on H&F Riverside; More people experiencing cultural activity in Hammersmith and Fulham.

LEGACY: Two new cultural destinations in H&F: White City and King Street; H&F being recognised as a cultural destination across the city; An annual programme of work co-curated with residents.

Please continue your answer below if required

CREATION

AMBITION: Producing the best art and enabling the best artistic talent to grow

POLICY OR STRATEGY: Industrial Strategy / Business Plan

FOCUS: A programme curated and led by H&F artists and organisations;

Becoming a centre for artistic innovation; A new generation of young artists developing and leading the programme.

LEGACY: Four new pieces of public artwork developed with residents; A new generation of cultural champions across the sector; More creative space for artists in the borough;

INCLUSION

AMBITION: Ensuring everyone has their lives enriched by the arts

POLICY OR STRATEGY: Resident-led Strategy

FOCUS: - Activity for all, but focussing on three key groups: Disabled People; Children and Young People; Older people at risk of social isolation.

LEGACY: Residents' commissions, council officer and arts organisations collaborating on projects; More residents involved in artistic activity; A regular disability arts festival.

EMBEDDING CULTURE

In the short term, fulfilling these objectives means communities coming together with artists to create work and cultural experiences. Delivery of the programme and associated marketing will shine a light on the cultural offer and artistic excellence within the Borough. Being the Borough of Culture will build a cohort of creative champions, connecting communities and sectors, enabling art to benefit from other areas of innovation.

In the longer term, the programme in Hammersmith & Fulham is about crafting places and environments for creating work and developing creative collaborations. We will create a means to share practice between organisations, communities and individuals with culture woven into the daily fabric of life in H&F.

There is more opportunity for regeneration in H&F than any other borough with 4 areas identified as priorities for development. We have an opportunity to enable the H&F population to influence development and build their own communities, making sure they aren't culturally moribund. This is a step change so that major development is not being done to our place but we are part of it, right at the centre.

Being the Borough of Culture will support development of deeper collaborative and cross-departmental working to achieve greater positive impacts for residents. The ambition is to increase effectiveness using culture as a conduit with council services delivered as a co-production process.

Our programme is not about putting on a show, a one-hit wonder, but nurturing our talent, creativity and ambition to continue to build a successful and sustainable cultural sector.

▲ Celebrating creativity

Jump to Outcomes & outputs ()

New block with edits

There is no approved version of this block

Unapproved changes on 29/11/2017 by [REDACTED]

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your programme will be amazing, ambitious, authentic and all-embracing.

“Culture in Hammersmith and Fulham is great. We have some amazing, innovative artists living across the borough. But art still happens in boxes: in too few places, for too few people. We should see the streets, spaces and communities of our borough as everyone’s creative laboratory – places to share ideas, push boundaries and celebrate their culture together.”

Lucy Pittaway, SCARIOFUNK Collective CiC

The H&F Programme of activity is built on the three pillars of the arts strategy: Destination, Creation and Inclusion. They have been carefully curated through detailed consultation with people from all backgrounds from across the borough, specifically designed to be:

- AMAZING: Turning H&F into a Creative Laboratory, where everyone can share and invent.
- AMBITIOUS: Harnessing the infrastructure and organisations based in H&F to create new, high-profile, extraordinary cultural events.
- AUTHENTIC: Rooted in the specific needs, ambitions and heritage of H&F.
- ALL-EMBRACING: Created with residents, for residents, ensuring everyone will celebrate culture and have their culture celebrated.

DESTINATION: A NEW CULTURAL CAPITAL FOR WEST LONDON

“We want to make our borough the best place to do business in Europe. And to ensure that everyone benefits, not just a favoured few.”

Cllr Stephen Cowan

The council has an essential role in ‘placemaking’ - using our assets, inspiration and potential to manage our public spaces to promote growth, happiness and well-being. As well as the riverside location, H&F has more parks per sqm than anywhere in the city, and new open spaces as part of the major regeneration projects. Plans are already afoot for major events in the borough, including large scale events on Wormwood Scrubs and a growing Comedy Festival. As importantly, the H&F LBOC would have the space, infrastructure and appetite to harness the profile of the extraordinary year to host significant large-scale events that want to capitalise on the LBOC brand, including partnerships with the BBC and ITV.

However, the destination strand of LBOC will do something even more extraordinary, with four major projects in four different parts of the borough, all of which harness the spirit of creative collaboration to develop new cultural centres in H&F.

1. H&F RIVER FESTIVAL

Location: Across the river: centres will include Furnival Gardens, Bishops Park, Emery Walker House and William Morris Society.

Time of Year: Starting on Boat Race weekend (April), through to the summer.

Detail: A curated programme of events which will include: performance spiegel tents; riverside art tours and installations; open days at Fulham Palace; floating cinema; "floatilla" procession on the river.

LP: Fulham Football Club

DP: LAMDA, Lyric, Fulham Palace; William Morris Society; Fulham Symphony Orchestra.

CP: SOBUS

LoP: Hammersmith BID, Fulham BID

2. H&F FEAST

Location: King Street, Hammersmith

Time of Year: August

Detail: H&F is a diverse borough in so many ways, none more so than the cuisine on offer, with food from over 28 countries available in our restaurants. H&F is also home to national cultural centres for the Indian, Irish, Polish and Iranian community. H&F Feast will be the biggest banquet in H&F history, reflecting the diversity of food and culture that makes our borough great.

LP: River Café

DP: Bhavan Centre, POSK, Irish Cultural Centre, Iranian Centre, Inti-Tribalism Movement

CP: H&F Refugee Forum; Anti-Tribalism Movement; LIDO Foundation.

LoP: Hammersmith BID

3. GREAT WHITE CITY EXHIBITION

Location: White City/Wood Lane

Time of Year: Throughout the year

Detail: In 1908 White City hosted the "Franco-British Exhibition" which saw 8m people visit the site. We want the streets of White City to be the canvas again, reimagining it for 2019/20, with major events across the year, turning our architecture into galleries and theatres with visual art, performance, digital and music experiences.

LP: H&F Council

Please continue your answer below if required

DP: Royal College of Art; White City Theatre; BBC Studioworks

CP: White City Residents' Association; White City Youth Theatre; Urban Partnership Group.

LoP: Stanhope, Westfield, St. James, Imperial College.

4. SHEPHERD'S BUSH FRINGE

Location: Shepherd's Bush Green

Time of Year: July

Detail: This isn't "Off-West End", this is "West-West End". Building on the success of the inaugural Shepherd's Bush Comedy Festival, to create a new "Festival of New Work" which will take over various venues around Shepherd's Bush Green.

LP: Locally based producers, including Ben Monks (Improbable) and Amber Massie-Blomfeld (CPT)

DP: Bush Theatre (Theatre); PBJ (Comedy); UKTV (Comedy); Bush Hall (Various)

CP: H&F Arts Fest; H&F Arts Network.

LoP: Hoxton Hotel; Dorsett Hotel; West 12; Shepherd's Bush Business Forum

CREATION: PRODUCING WORLD-CLASS INNOVATIVE ART AND ENABLING FRESH TALENT TO GROW

“Hammersmith and Fulham is our inspiration: its diverse communities, ground-breaking artists and inclusive ethos. But we want this to be bigger, better and louder.” Madani Younis, Artistic Director Bush Theatre

We want to make H&F into a global beacon for innovation and growth and a leading place for tech and creative businesses, education and research. This will be focused on the new innovation district emerging at White City. Our approach will include a Growth Partnership between Hammersmith & Fulham Council and Imperial College London, putting culture at its centre, turning STEM into STEAM (Science, Technology, Engineering, ARTS and Mathematics). Within this, there will be a focus on bringing artists and the community together to create new work, inspiring new business ideas, and identifying and nurturing emerging creative talent.

1. ART+REGENERATION

Location: 4 Opportunity Areas – White City, Hammersmith Town Centre & Riverside, West Kensington & Earl’s Court, South Fulham

Time of Year: Year-round

Detail: Four artists working with four communities in the four regeneration areas to create pieces of public art which will echo beyond the London Borough of Culture year.

LP: Koestler Trust

DP: ACAVA; Royal College of Art; Griffin Gallery.

CP: Local TRAs

LoP: Developers.

2. ART+INNOVATION

Location: Imperial College Wood Lane

Time of Year: Year-round

Detail: The Industrial Strategy puts innovation at its core, and Imperial are specialists. Pushing new boundaries of arts and technology: getting local artists in the room with scientific innovators to create the new discovery; creating new perspectives and opportunities using hackathons, innovation labs, Open Space and Unconference style activity.

LP: Alisdair Hopwood (Wellcome Fellow)

DP: Imperial College; NESTA; Bush Theatre; Arts Network.

CP: H&F Business Commission

LoP: Stanhope; Westfield.

3. ARTISTS’ VILLAGE

Location: Shepherd’s Bush Market

Time of Year: Year-round

Detail: H&F lacks space for artists to create, display and sell their work.

Working with a developer, we will create a pop-up artistic village in Shepherd’s Bush to bring artists together, and work with them to create a legacy for permanent space for artists

LP: ACAVA

DP: Local artists: Thomas Meeney; Bud Moore; Helene Steiner.

CP: H&F Arts Network.

LoP: U+I; Stanhope.

4. H&F CULTURE CHAMPIONS

Location: Borough-wide

Time of Year: Year-round

Detail: We will create a cohort of young people (artists, performers, producers, technical) and support their practice in every way across the year - providing a platform for their future. The Creative Industries are one of the biggest employment growth sectors in the city - and we believe the future creative leaders can be found in our borough.

LP: Lyric Hammersmith

DP: Bush Theatre, Fulham Palace, LAMDA

CP: Youth Parliament

LoP: Westfield; Chelsea Football Club.

"I have had a studio in Hammersmith for twenty years, there are many artists in W6 and I hope we have contributed to the rich cultural strength of the borough" Sir Peter Blake

Please continue your answer below if required

INCLUSION: ENSURING EVERYONE HAS THEIR LIVES ENRICHED BY THE ARTS

"Culture turned my life around, and opened doors I didn't even know were there. Now's the time to make sure everyone, regardless of background has the chance I had." Lyric Theatre Participant

As LBOC, the twin spirits of innovation and collaboration will be prevalent throughout the whole programme, with free activities aimed at bringing people from all backgrounds together to celebrate culture. But this will be particularly prevalent in three programmes:

1. JOY FEST

Location: Borough-wide

Time of Year: June

Detail: Venues across H&F will give over their spaces to the first JOY Festival, celebrating and embracing disability. JOYFest will be co-produced with the H&F Disabled People's Commission.

LP: H&F Arts Fest

DP: London Theatre Consortium; Turtle Key Arts; Local Arts Venues.

CP: Disabled Peoples' Commission

LoP: Action on Disability.

2. CULTURE FOR EVERY CHILD

Location: Borough-wide

Time of Year: Year-round

Detail: Our vision is a creative and cultural childhood for all Young People in H&F, extending & embedding the cultural education partnership between schools, arts organisations and local authority. 22,000 children attend LBHF schools; we will provide free cultural activities for all of them and commit to making at least 90% of schools Arts Award trained.

LP: Lyric Hammersmith

DP: Action on Disability, Amici, Dance West, Musiko Musika, New English

Ballet Theatre, TEAFilms, Turtle Key and Zoo Nation.

CP: Teachers' Panel.

LoP: Tri-borough Music Hub

3. STORY REPUBLIC

Location: Borough-wide

Time of Year: Year-round

Detail: A key H&F objective is to ensure neighbourhoods and communities are socially cohesive to prevent isolation and loneliness, especially with older residents. We will work with community groups to listen to, craft and share stories across our diverse cultural mix.

LP: Bush Theatre

DP: Lyric Theatre; LAMDA.

CP: Older Peoples' Commission.

LoP: Dance West, H&F Library Service

Briefly tell us, what are the heritage themes you might focus upon and what difference will this make for local people?

H&F has a rich and vibrant cultural heritage. It's the place where William Morris reinvented textile design, it was home to the Bishop of London for generations, and where the poet John Milton wrote Arcades. In the last fifty years it's the place where The Who cut their teeth as a live band, Dr Who first stepped into the Tardis, and a who's who of actors (including Benedict Cumberbatch and Chiwetel Ejofor) learned their craft as performers. This cultural heritage echoes throughout this bid, but there are three themes which will be a focus.

THE ORIGINS OF WHITE CITY

The White City Opportunity Area is one of the largest regeneration projects in the city with more than £4bn to be invested in the site across a ten-year period. However, the areas name was coined over a century ago, when it was an international exhibition site which welcomed millions of visitors from all over the world. A unique collaboration will see local residents of White City work with Wood Lane Developers and local partners (including BBC Studioworks) to explore the themes of how White City came to be, and reimagine an international exhibition for today. The culmination will be a series of co-curated large scale events or artistic interventions celebrating the heritage of White City, using the streets and architecture as our gallery.

THE RIVER

Whilst various boroughs in the city have Thames-side locations, residents believe that ours is particularly under-employed and only really harnessed around the annual Boat Race. Through collaboration with residents and local organisations, the RIVER FESTIVAL will draw people to the riverside parks and historic building such as Fulham Palace.

FOOD AND CULTURE

H&F is an incredibly diverse borough, and is distinctive in having a multiplicity of communities represented across the borough. The history of our immigrant communities will be explored through art and food in H&F FEAST.

Briefly tell us your plans to widen access to and participation in the arts and how you might address inequalities of opportunity in your borough; including systemic barriers you have identified.

All the activity throughout the year will be about ensuring more residents than ever before have their culture reflected and their lives enriched by culture. Co-curation is at the heart of this. Through consultation with residents and further analysis, three key groups were identified as in need of a clear focus.

1. DISABLED PEOPLE

INFO: 12.6% of H&F residents reported to have a disability, long-term health issue or impairment.

BARRIERS: Access to venues; communication; social isolation; access to transport

KEY PARTNER: Disabled Peoples' Commission

ACTIVITY: JOYFest will focus specifically on disability arts, taking over venues and institutions across the borough with a programme of new work accessible to all. It will shine a light on disability arts, create hundreds of participatory activities, and provide a platform for emerging talent.

2. CHILDREN

INFO: There are 22000 school-aged children in H&F, 42.9% have English as a secondary language

BARRIERS: Loss of arts in schools; communication barriers

KEY PARTNER: Local Education Partnership

ACTIVITY: Building on a pilot project, this project will train a teacher in every school in Arts Award, provide schools with resident artists and ensure that every school-aged child has live cultural experiences as part of their education

3. PEOPLE AT RISK OF SOCIAL EXCLUSION OR ISOLATION

INFO: H&F has one of the older populations in the city and there are 16,413 residents in Hammersmith and Fulham aged 65 or over, almost 9% of the total population. Of this, it's estimated that up to 17% experience loneliness and/or social isolation.

BARRIERS: Deterioration in informal social care; language or cultural barriers

PARTNER: H&F Older Peoples' Commission

ACTIVITY: Community Associates will work directly with organisations supporting older people

In H&F, these three groups are more likely to include residents who are traditionally less likely to engage with the arts, including BAME residents and those on a low income.

▲ Outcomes & outputs

Jump to Monitoring & evaluation ()

New block with edits

There is no approved version of this block

Unapproved changes on 29/11/2017 by [REDACTED]

▲ Monitoring & evaluation

[Jump to Deliverability \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 29/11/2017 by [REDACTED]

Please tell us how you will monitor and verify the information you collect so you can measure the outputs and outcomes.

In evaluating the impact of our programme we will utilize a range of qualitative and quantitative techniques including surveys, social media analysis, postcode analysis and feedback groups.

In writing last year's Arts Strategy, we undertook a wealth of consultation work that will be used along side our background population data, Audience Finder data and cross-departmental research and that of external partners. We will ensure that evaluation of the Borough of Culture programme is undertaken in a consistent manner.

Monitoring will be undertaken throughout the programme with regular internal retrospectives and RAG reports for project progress and achievement of outputs and outcomes.

Deliverability is a core tenet of our bid and the cornerstone of this work will undertaken in the formation of a delivery team tasked with using Logic Models to ensure the following criteria are met:

- We will define success against how involved or hardest-to-reach audiences are engaged
- We aspire for our artistic excellence across all our programming and understand that excellence is vital in inspiring future generations
- In ensuring process is clearly planned from the outset yet adaptive enough to overcome unforeseen challenges.

Logic models will enable us to understand the causality of the outcomes and outputs and this learning can then be shared more broadly.

▲ Deliverability

[Jump to Exemplary Project Awards \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Describe how the project will be well managed. Please address the following areas: good project management; exemplary partnership working; the long-term approach and shared learning.

We will create a Hammersmith & Fulham Culture Company (HFCC) to manage and deliver the LBOC programme to include representation from H&F, GLA and key project partners on the Board. The HFCC will be incorporated independently to the Council as a Community Interest Company (subject to legal advice). Being an independent social enterprise enables HFCC to apply for funding, operate efficient finances and swift decision making, and achieve transparent community objectives.

The HFCC Board will recruit, appoint and manage the Project Director who will subsequently recruit, appoint and manage the flexible marketing and events team. With monthly meetings to review progress, budget and make key decisions for the next stages, the Board will provide accountability for the team and credibility and surety for residents and partners.

There will also be a Programme Advisory Group to include representatives from community groups and volunteers to engage with developing and implementing the programme. This group will meet quarterly for workshops facilitated by the Project Director.

The project team will be recruited to fulfil specific job descriptions to ensure that existing skills within H&F, specifically within the arts and economic development teams, are engaged and complemented by those of the new HFCC team, and that the relevant skills and capacity to deliver the above plan are built into the team.

By creating an independent culture company, the risk to the Borough Council, GLA and partner organisations is minimised and managed, with accountability and clear parameters built into the leadership and management by the Project Director. Both the organisation and the activities will be risk assessed, plans for mitigation implemented that go beyond simple compliance, and then reviewed by the HFCC Board.

This bid is for London Borough of Culture status for either 2019 or 2020 and the team at H&F are ready to implement this plan, set up HFCC and recruit the team, with the support of consultants Jon Gilchrist and [REDACTED]
[REDACTED]

Partnership is at the start and the heart of the H&F LBOC. The bid is driven by the policy of co-production, harnessing the extraordinary talent of artists and arts organisations in the borough and bringing them together with businesses, residents and council departments to create something that is both artistically extraordinary and relevant to our borough. The structure can be found in Section 1.2, and details of key partners in Section 2. These will develop to encompass even more from businesses, arts, education and the

voluntary sector as preparation for the borough of culture year continues.

With our ambition to cultivate and nurture talent and creativity within the Borough, and a desire to develop co-production methodology, we plan to collaborate with multiple agencies and partner organisations to develop and deliver the programme.

The structure of HFCC with appropriate representation from key stakeholders with the input from the Advisory Group, enables HFCC to build new relationships and create new collaborations that will have a life beyond the year of culture with lasting impact throughout the Borough.

The curation and stewardship of these relationships will be the responsibility of the Project team, led by the Director. A variety of communication and collaboration approaches will be used including workshops, on-street engagement, participation opportunities, event attendance, parallel online activity and marketing tactics to engage the communities in H&F, the voluntary sector, businesses, civic society partners, council teams and cultural sector.

For H&F, this is a once in a lifetime opportunity, but not a one-off. We want to create a sea change in how we live and work throughout the Borough by curating a programme that has direct investment from business, community and government and is integrated across all strategies.

Please continue your answer below if required

Our project partners are committed to working with H&F on an ongoing basis to develop, grow and nurture cultural activity as part of the Borough of Culture designation and beyond. By integrating the programme with current strategies, we are creating an approach where culture becomes embedded in the day-to-day as well as promoting H&F as a destination.

H&F are already committed to funding cultural activity on an ongoing basis and we have garnered support of £200,000 per annum for a minimum of 3 years. This is in recognition that the needs articulated in section 1 need more than a year of activity to be addressed and that our ambition is to create change within and throughout our Borough which cannot be fully achieved in the short-term.

With the establishment of the Hammersmith & Fulham Culture Company, we are creating an independent vehicle that is resilient and adaptable and that listens to the people of our Borough to ensure that the programme is as relevant and impactful as possible.

In developing this bid, we have explored a range of examples of similar programmes including those for Hull 2017 and Liverpool's European City of Culture. Our bid seeks to build on this national portfolio of experience, working to the highest possible standards for sustainability, inclusion and accessibility, to develop case studies of best practice across the programme. In articulating and sharing the learning from the programme, the practice of the cultural sector in and around H&F will also take on working to these standards, ensuring that we create and continue to deliver positive and high

impact cultural activity.

Evaluation and regular review are vital to achieving the impact of this programme and sharing the learning both internally and externally. We will do this through our Board and Advisory Group as well as creating case studies on specific topics/projects. This will include:

- Qualitative and quantitative assessment by the H&F Business Commission on the economic impact of LBOC year.
- Case studies following our Cultural Champions, as well as members of the Disabled Peoples' Commission and Older Peoples' Commission – assessing cumulative impact before, during and after LBOC.
- H&F has a commitment to being the Greenest Borough, and we will work with Julie's Bicycle, to evaluate the carbon footprint of the borough of culture.
- Working with Imperial College as part of the Art+Innovation project within the Creation strand to critically assess the economic and social impacts of the project

Describe how your project delivers value for money.

Our bid to become Borough of Culture has been designed as a sustainable programme that can achieve high levels of engagement throughout our Borough, across London, nationally and internationally and can be sustained with an ongoing commitment (including a financial commitment of £200,000 annually) from the Leader and wider Council, supported by the Arts and Economic Development Units.

The budget has been developed based on our experience of running large scale creative projects together with input from our consultant team. We have sought initial quotes where appropriate and we have created a programme that is scalable according to the funding available.

The programme spreads high quality creative activity throughout the Borough and across a wide demographic and has been developed in partnership with cultural and community organisations across the area. There is a deeper, enhanced local impact and sustained economic benefit by working with Borough-based partners as the money is being spent locally to nurture our cultural sector, showcasing the quality, scope and scale of H&F culture on an international stage.

By celebrating and promoting culture in H&F, we will generate greater engagement locally, support the wider regeneration programme, and thereby bring in more funding and revenue for our cultural sector. This creates a positive self-sustaining cycle of growth and optimises the opportunities for future innovation and engagement.

Please outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income and in kind support. Please indicate whether these are confirmed or to be expected.

We have a commitment from H&F to support the Borough of Culture programme on an ongoing basis with £200,000 per annum. In addition, officer time and office space within the Council buildings will be provided in-kind.

We have in principle agreement for £150,000 in sponsorship from businesses in the Borough including Net a porter, Endemol, L'Oréal, GE, Westfield, Dorsett Hotel, Novotel / IBIS / Premier Inn, Key West, Clarion, Chelsea Football Club, Fulham Football Club, Soho House, The White Company, and Media Data.

We have budgeted for £150,000 in support from trusts and foundations - where we will use experience and contacts to approach the likes of John Lyon's Charity, City Bridge and Esmée Fairbairn Foundation. This match funding represents 36% of the LBOC grant.

We have crafted this bid on the basis that it is sustainable into the future and we anticipate supporting this with funding applications to Arts Council England, Paul Hamlyn Foundation, and Heritage Lottery Fund to increase the budget envelope further.

The programme will be supported in delivery with at least 800 hours of volunteer time per year including up to 15 work experience placements with HFCC.

Please describe how your proposal reflects your duties under the Equality Act 2010. How does it address integration and the needs of specific groups who might find it harder to engage and participate?

The challenge for Hammersmith & Fulham is polarisation and therefore our programme has inclusion one of our pillars and as a cornerstone of all activity with focus on:

- Disabled people (specifically JOYFest)
- Children & young people (through Every Child: Culture)
- Elders (within the H&F Community Companies)

In addition, we will prioritise engagement with:

- BAME and English as a second language communities
- Low income households

Through co-production and our Advisory Group and through free of charge and low cost ticketing offers.

As described in section 6, we have designed a programme that offers a range of points of connection for Borough residents. The design process has been undertaken in consultation with over 50 community groups and cultural organisations in the Borough and we intend to continue that depth of engagement and open conversation throughout the planning, delivery and evaluation stages as a co-production approach.

The programme is embedded with borough-wide policies and strategies to remove barriers to access and continue to support a sustainable creative economy in the borough. With a spread of activity across the borough including high quality, public domain events that are free of charge, we intend to increase the opportunities for all residents to engage.

It is not enough to simply offer the programme; we want to create maximum positive impact by co-producing with our communities, enabling people to influence and curate the programme to meet their needs, to be inspired, to embed cultural activity in their everyday. Hammersmith & Fulham have leading cultural organisations from a number of international communities and we will work with them to inform and develop the programme.

To enable access, we will collaborate with technologists and innovators to create and curate online and virtual activity that complements and parallels the live programme. By exploring this space for culture, we are enabling our cultural organisations to try new things, enabling those who prefer to engage virtually to be part of events, and we are opening our programme up for global interaction and promotion.

▲ Exemplary Project Awards

[Jump to Confidentiality \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Describe the area (geographic location) of the borough where your project will take place and why here, the local people that will be involved and how you have identified them and the need for this project.

LOCATION

The Great White City Exhibition will take place in the White City Opportunity Area. This has been selected for a number of reasons:

- It's a £4bn regeneration area, which has huge potential as a new cultural destination. It also risks becoming culturally moribund or unreflective of the cultural diversity of the borough.
- The area's heritage as an exhibition ground.
- The amount of new and existing public realm.
- It's at the centre of the H&F Industrial Strategy, and central to its 'West Tech' innovation strand.
- Despite being home to valuable property, it's also home to more marginalised communities, including the White City and Edward Woods Estates.
- It borders Kensington & Chelsea, and we would look to engage residents in neighbouring communities, especially the Lancaster West Estate if appropriate.

This project has the most well developed partnerships of any of the programmes proposed as part of this bid – with businesses, residents and artists unifying behind the idea. It will be led directly by H&F Council, and involve 1,000 residents in the decision-making (all of whom will be co-curators) and work with a dedicated panel which will represent all areas of our community.

- Local Partners: White City Neighbourhood Forum; Urban Partnership Group; White City Big Local; Nubian Life Resource Centre; Anti-Tribalism Movement
- Delivery Partners: BBC (Broadcast Media); Royal College of Art / Griffin Gallery (Visual Art and Design); Bush Theatre / Runaway Productions (Performing Arts); Imperial College (Innovation).
- Local Partners: Westfield; Stanhope; St. James'.

What is the step-change you want to make or impact you want to have through this project?

The H&F Arts Strategy is all about creating a step-change in culture in the borough. The Great White City Exhibition hits the sweet-spot between the three areas of the strategy, ensuring the widest possible impact, participation and cultural legacy.

- Destination: Creating a new cultural destination
 - o Meets local plan
 - o Harnesses the biggest regeneration project in the borough
- Creation: Unlocking creative ideas
 - o Bringing together artists at different levels of experience
 - o Using the streets of H&F as our canvas
- Inclusion: Widest possible involvement
 - o Co-curating with residents
 - o Maintaining a free ticket price and promoting borough-wide

Describe the project activity/activities, the creative content and partnerships and how this will be amazing, ambitious, authentic and all-embracing.

The Great White City Exhibition will be about transforming the public realm around Wood Lane into a world-class exhibition ground over the course of one year.

AMAZING

Between 1908 and 1914, White City was home to international exhibitions exploring international cultural identity and promoting unity across Europe in the face of conflict. We want to reimagine the "Exhibition" for today (and tomorrow) - celebrating internationalism, inclusion and the diversity of our borough.

The streets, parks and plazas of White City will become the canvas for at least four new pieces of live performance or public art. This could include:

- Light Installation Projects (similar to Lumiere in Durham)
- Interactive Art Installations (similar to Jeremy Deller's 'Sacrilege')
- Promenade Theatre Events (similar to NTW's 'The Passion')
- Interactive Dance Performance (similar to the Sprint project by Rambert)

AMBITIOUS

The Franco-British Exhibition of 1908 welcomed over 8 million visitors and saw the media of the world focus on W12. Whilst we might not hope for as ambitious visitor numbers, we would want these to be among the largest scale arts and culture projects presented by the borough. The target of 500,000 will be from dedicated visitors coming for the cultural programme, and unlocking new cultural audiences by encouraging visitors of non-arts

destinations (such as Westfield). At least one will be a new commissioned work, with the project entirely scalable dependent on funding, timescale and imagination of residents.

AUTHENTIC

This project harnesses the very distinctive characteristic of White City as a historic exhibition centre. However, with White City/Wood Lane at the centre of 'West Tech' and the H&F Industrial Strategy, it will also put innovation at the centre of the borough's development. The process of co-production with residents ensures that it will reflect the specific characteristics and ambitions of residents.

ALL-EMBRACING

Diversity and inclusion are at the core of the project and all events will be free. Through the process of co-production, we will ensure that potentially marginalised communities are central to curation – especially the three targeted groups of disabled residents, children and young people and those at risk of isolation and loneliness.

Identify appropriate outcomes & outputs and quantify the level of impact you plan for this project to have.

These are outlined in 7. Key examples will include:

- Outputs:
 - o 500,000 visitors to the exhibition events
 - o 1,000 co-curators involved in making choices, including residents, artists and schools
- Outcomes:
 - o International profile generated
 - o Showcase of H&F businesses/cultural sector
 - o Deeper understanding of cultural heritage and sense of place

How will you monitor the success of the project?

The success of the project will be monitored using the proposed framework in section 8.

Evaluation and regular review are vital to achieving the impact of this programme and sharing the learning both internally and externally. We will do this through our Board and partnerships, using online and offline methods to gather effective data to understand and appreciate the impact of the project.

Describe how the project will be well managed (including partnerships, long term vision/approach and shared learning).

We will create a flexible project team based within the Arts Development Unit at H&F which will be governed by a Project Board to include representation from H&F, GLA and key project partners.

The Project Team will develop detailed project plans, marketing strategy and engagement approaches to articulate the steps required to deliver the project effectively. By creating a flexible team of experienced professionals, the risk to the Borough Council, GLA and partner organisations is minimised and managed, with accountability and clear parameters built into the plans.

Partnership is at the start and the heart of the project. The project is driven by the policy of co-production, harnessing the extraordinary talent of artists and organisations and bringing them together with businesses, residents and council departments to create something that is both artistically extraordinary and relevant to our borough. With our ambition to cultivate and nurture talent and creativity within the Borough, we plan to collaborate with multiple agencies and partner organisations to develop and deliver the programme.

This is a once in a lifetime opportunity, but not a one-off. We want to inspire a sea change in how we live and work throughout the Borough by curating a programme that has direct investment from and integration with business, community and government.

Describe how the project delivers value for money.

This project has been designed as a sustainable programme that can achieve high levels of engagement throughout our Borough, across London, nationally and internationally. It can be sustained with an ongoing commitment from the Leader and wider Council, supported by the Arts and Economic Development Units.

The budget has been developed based on our experience of running large scale creative projects together with input from our consultant team.

Outline how you plan to secure a minimum of 30% match funding.

One of the reasons the Great White City Exhibition has been selected as the Special Project is the commitment for match-funding from partners and the potential to generate more. Existing developers Westfield, Stanhope and St. James' will provide sponsorship, and along with other partners they will provide significant in-kind contributions – especially in relation to high profile marketing campaigns across their vast networks. The strong heritage angle, and focus on an inclusive attitude to curation and participation also opens it up to support from the LBOC designated match-funders.

Please confirm that you have completed the dedicated section in the budget template for your exemplary project (in the Deliverability block).

yes

▲ Confidentiality

Jump to Additional Documentation ()

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Should we should treat your proposal as confidential information?

no

Should we should treat your financial information, such as your budget and any business plan, as confidential information?

yes

If there is any other information you have provided that you consider to be confidential information, provide your reasons for this below or in a separate letter. If you are sending us a separate letter, please write 'letter submitted' below

-

Can we can keep you informed of our work?

yes

Can we pass your contact details to organisers of marketing activities, conferences and training events?

yes

▲ Additional Documentation

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

I confirm that I have obtained all the relevant internal approvals required for this project.

yes

HAMMERSMITH & FULHAM – OUTCOMES & OUTPUTS

OUTCOMES		OUTPUTS
AMAZING		
PEOPLE	<p>Opportunities for outstanding artists to make exciting new work through a world class programme of innovative art that enables talent to grow</p> <p>Develop sustained engagement in cultural activity to contribute to local growth</p> <p>Develop a co-production approach with residents & partners</p> <p>Celebrate and enhance the talent of organisations and artists from Hammersmith & Fulham</p>	<p>Number of new arts commissions</p> <p>Number of people engaged in skills development opportunities</p>
PLACE	<p>Changing perceptions of local area in a positive way</p> <p>Addressing polarisation within the area</p>	<p>% of people satisfied with local offer</p> <p>Number of people in the regeneration areas engaging with cultural activity</p>
AMBITIOUS		
PEOPLE	<p>Greater opportunities for more residents to get involved and be creative</p> <p>Develop new and innovative partnerships and collaborations</p> <p>Develop signature projects and exemplary co-produced programmes</p> <p>Create a new Cultural Capital for West London</p>	<p>Number of people attending and taking part</p> <p>Number of new partnerships / collaborations</p> <p>Number of new signature / exemplary projects</p>
PLACE	<p>Increased profile of local area as a destination for visitors (inter borough, domestic, UK, international)</p> <p>Increased footfall, boosting local economy</p> <p>Culture embedded in every department of the Borough Council, impacting on policy, decision making and implementation</p>	<p>Number of visitors</p> <p>Number of new policies with culture embedded</p>
AUTHENTIC		

PEOPLE	<p>Increased sense of ownership/ belonging/civic pride through creative place-making</p> <p>Increased happiness in living in the borough</p> <p>Breaking down barriers between communities</p>	Number of people actively engaged in community
PLACE	<p>Greater understanding or celebration of local history and heritage</p> <p>Legacy of more cultural programming/activity in 'everyday' settings</p>	Number of new sites used for cultural activity
ALL-EMBRACING		
PEOPLE	<p>Greater social integration through community cultural events</p> <p>Everyone has their lives enriched by the arts with increased access to culture for all Londoners</p> <p>Improved health and wellbeing through arts engagement</p> <p>Engaging isolated people in community</p>	Number of people facing barriers, participating / attending
PLACE	<p>Residents have better links/signposting to existing cultural provision</p> <p>More residents attend cultural events</p> <p>Culture is at the heart of major areas of regeneration in the borough</p>	<p>Number of new partnerships / collaborations</p> <p>Number of residents participating</p>

Project activity	Outputs	Baseline (where available)	2018/2019	2019/2020	Total
OVERALL					
Number of residents engaging in cultural activity			75%	75%	75%
A legacy of new events in the annual cultural calendar for H&F		0	3	0	3

New cultural spaces created as a result of LBOC year		0	0	3	3
Cultural "Champions" at officer level within H&F Council		0	0	10	10
Independent Culture Company created		0	1	1	1
DESTINATION					
River Festival	Number of visitors	0	250000	0	250000
	H&F co-curators		1000	0	1000
	Number of partnerships		40	0	40
H&F Feast	Number of visitors	0	5000	0	5000
	H&F co-curators		250	0	250
	Cultures Represented		20	0	20
	Number of businesses involved		15	0	15
	Number of participants		5000	5000	10000
Great White City Exhibition	Number of visitors		375000	125000	500000
	H&F co-curators		750	250	1000
	Number of businesses involved		150	50	200
Shepherd's Bush Fringe	Number of visitors		5000	0	5000
	H&F co-curators		100	0	100

	Number of businesses involved		50	0	50
	Number of shows		40	0	40
	Number of performances		200	0	200
CREATION					
Art+Regeneration	H&F co-curators		250	0	250
	New commissions		4	0	4
	Number of locations used		4	0	4
Art+Innovation	H&F co-curators		30	10	40
	Number of new partnerships		10	5	15
	New cultural inventions		8	2	10
Artists Village	H&F co-curators		30	10	40
	Number of spaces for artists to promote and sell		10	15	25
	Number of visitors		37500	12500	50000
H&F Culture Champions	Number of Culture Champions Appointed	0	10	0	10
INCLUSION					
JOYFest	H&F co-curators	0	50	0	50
	Number of visitors		5000	0	5000
	Number of venues involved	0	15	0	15
Culture For Every Child	H&F co-curators		50	0	50

	Arts Award Trained Schools		0%	90%	90%
	Number of participants		16500	5500	22000
H&F Story Republic	H&F co-curators		50	0	50
	Number of stories shared		80	80	160

Project activity	Outcomes
DESTINATION	
River Festival	Animation of the riverside area of the Borough
	Create opportunities to showcase Borough artists and innovation
	Increased attendance at cultural events
H&F Feast	Up to 10 different cultures celebrating and sharing together
	Curate a cultural experience that is remembered collectively
	Increased attendance at cultural activity
Great White City Exhibition	International profile generated
	Showcase of H&F businesses/cultural sector
	Deeper understanding of cultural heritage and sense of place
Shepherd's Bush Fringe	Increased access to cultural activity
	Create more work opportunities within the cultural sector

CREATION	
Art+Regeneration	New public art commissions in regeneration locations across the Borough
	Create work that opens conversations and responds to Borough interests and needs, creating a sense of place
Art+Innovation	Development of innovative collaborations exploring commercial and creative opportunities
	Testing of new ideas and enable experimentation
Artists Village	Promotion and profile raising of local artists
	Developing new commercial opportunities for artists
H&F Creative Future Champions	Support for young people in developing their professional creative practice
	Develop advocacy for cultural activity and careers within communities
INCLUSION	
JOYFest	Co-production of this new Festival with disabled residents and community groups
	Opportunities to create new work in partnership that attracts new audiences
	Greater social interaction across the Borough (reducing polarisation and breaking down barriers)
Culture for Every Child	Enable every child in H&F to participate in cultural activity
	Signposting of future opportunities and build awareness of cultural infrastructure
Story Republic	Engage hard-to-reach communities in telling and sharing their stories
	Greater social interaction across the Borough

HAMMERSMITH & FULHAM – LBOC RISK EVALUATION

Risk	Impact	Likelihood	Risk Score	Mitigation Strategy
Financial – reduction in or loss of funding	Reduced scope of programme & reduced capacity for delivery & engagement Score: 3	Existing commitments given and positive responses from funders Score: 3	9	Maintain positive funder and partner relationships; Engage varied sources of income; Programme is embedded in local strategies for investment Revised Risk Score: 6
Governance – local elections & potential change in priorities	Changes in policy, leadership change of direction and reduced support for programme Score: 4	Programme is embedded in established H&F policies and strategies; Independent company set up Score: 2	8	Embedded in existing policy and approach; H&F representatives on the Board Revised Risk Score: 6
Loss of key personnel, artists and/or partners	Reduction in capacity and capability; potential change of direction and leadership Score: 3	Appropriate governance; accountability built into team management Score: 2	6	Positive communications and adaptable management structure; Effective governance with Board and Advisory Group; clear KPIs; not dependent on individuals; co-production approach Revised Risk Score: 4
Lack of engagement	Reduced impact on the community; reduced support for the programme; stakeholders feeling that it's not for them Score: 4	Consultation on an ongoing basis; positive conversations with a wide range of stakeholders Score: 2	8	Focus on in-borough artists and organisations; creating sustainable programme; co-production approach Revised Risk Score: 6
Sustainability	Negative environmental impact; lack of positive impact socially or economically Score: 4	Environmental sustainability to be factored into each project; ongoing consultation with stakeholders Score: 2	8	Programme is part of a longer-term view and built into the Borough strategies; positive responses from partners and stakeholders Revised Risk Score: 6

Having reviewed and evaluated the risks for our LBOC bid, it is clear that there are risks, as are inherent in any ambitious and creative proposal, but that these are identified and mitigated effectively within the project management and strategic vision.

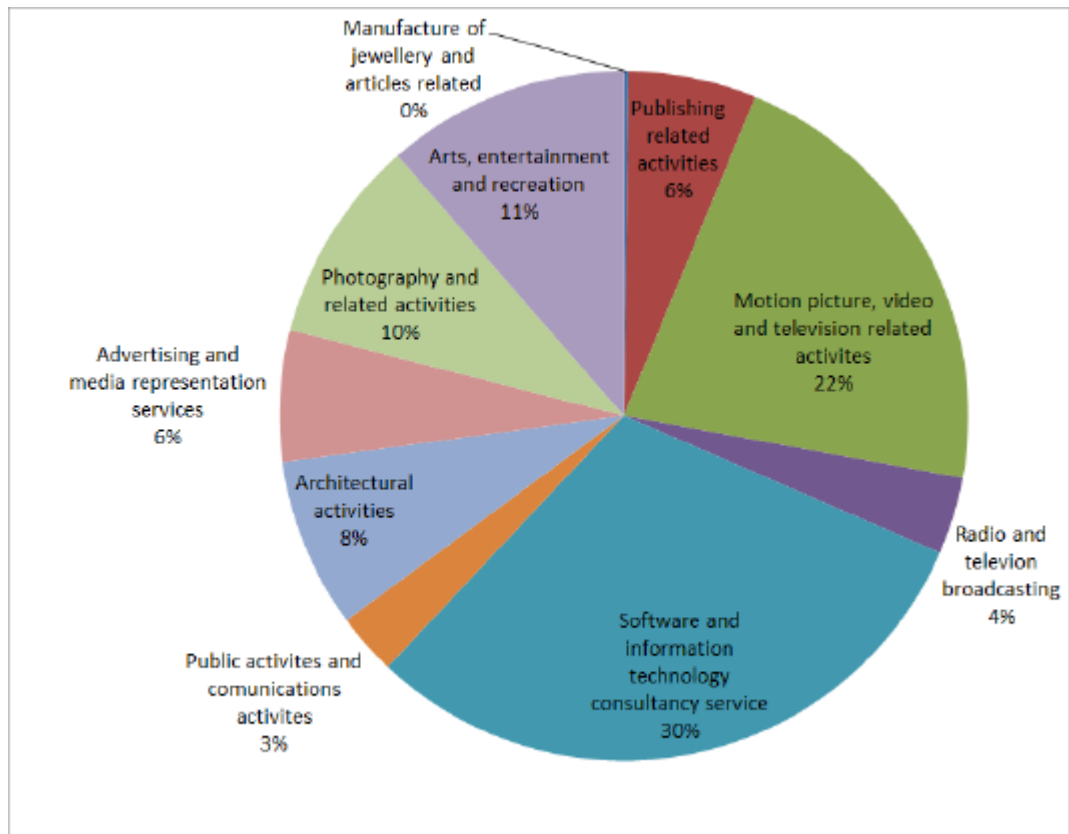
HAMMERSMITH & FULHAM LBOC – ADDITIONAL INFORMATION

Notes to the budget:

- This budget has been drafted on the basis of the H&F Borough of Culture year being 2019 but this can transfer easily to 2020
- The budget has been developed to focus on starting planning in 2018 for delivery in 2019.
- We have developed this programme on the basis of an ongoing sustainable step change in cultural engagement in the Borough which would be budgeted (and fundraised for) separately. This budget and subsequent programme will be developed in response to the impact of the LBOC programme in the Borough, the needs and interests of our partners and communities, and the priorities of the Council.

References:

1. Local Economic Assessment for Hammersmith & Fulham:
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2. Industrial Strategy for Hammersmith & Fulham:
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4. West London Skills, Employment and Productivity Strategy:
<http://www.wla.london/pages/WLA-267>
5. Hammersmith & Fulham Disability Commission:
<https://www.lbhf.gov.uk/councillors-and-democracy/resident-led-commissions/disabled-people-s-commission>
6. Hammersmith & Fulham Arts Strategy:
https://www.lbhf.gov.uk/sites/default/files/article_attachments/arts-strategy-draft-jan-2016.pdf
7. IDBR:
<https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/bulletins/ukbusinessactivitysizeandlocation/2017>



8. Audience Spectrum: <https://www.theaudienceagency.org/audience-spectrum/profiles>