

EARLS  COURT

# Cultural Strategy

ECDC/Sound Diplomacy  
EC.PA.31  
July 2024

The  
Earls Court  
Development  
Company

# EARLS COURT

We are creating a place the world will watch with wonder,  
on London's iconic site of human ingenuity.

Through our masterplan, we will reimagine the  
very fabric of living, working and urban wellbeing  
for London and future spaces.

Attracting the world's most inventive,  
imaginative and extraordinary minds.

That place is Earls Court.

Our four place pillars underpin  
our vision and set the ambitions for  
the place we want to create.



Discover Wonder



## Foreword

After four years of deep consideration and collaboration with stakeholders and local people, The Earls Court Development Company (ECDC) is delighted to present the ambitious future plans for this iconic Site.

We formed in 2021 during the lockdown imposed by the first global pandemic in a century, an era which was both disruptive and formative, demanding that we reflect and reassess how we will be living in the future. There could be no more engaging mission for a team specifically assembled to design a place fit for the 22nd century.

As a team, ECDC shares a passion for transformational inner-city projects, and collectively have wide-ranging experiences from diverse international projects. Together, we are driven to fulfil the opportunities of this complex strategic site for London and rightfully put Earls Court as a place back on the global map.

Our intent from the very beginning, was to take a different approach to community involvement in shaping design. Setting up as a local business and being right next to Site everyday, working closely with both local authorities, the Mayor's office, local businesses and our neighbours has been fundamental in shaping our plans for the Site, which we believe are more relevant and exciting for it.

We have listened and taken huge inspiration from Earls Court's heritage, as a place that dared – to showcase, to entertain and celebrate the spectacular. A place that was so clearly cherished for being bold and brave, welcoming people from across the globe.

Our plans retain that innovative spirit that embraces future thinking – an approach we believe has become more important now than ever before. An approach that continues to drive us to create a global exemplar of sustainability.

We understand our responsibility to deliver much needed homes and employment opportunities for London. Critical to achieving these aims is creating a place with personality, a place that once again becomes a destination with a broad cultural appeal and is fully inclusive to all that come to experience it.

The masterplan has been created to prioritise urban wellbeing and includes a network of Exhibition Gardens that will be open and accessible for everyone to enjoy. We're creating a pedestrian-first environment alive with daytime and evening active uses. This generosity of open space is evident at key arrival points as well as the unique Table Park and Lillie Sidings.

Our commitment to create a better piece of city has been evidenced over the last three years as we have welcomed over 500,000 people back onto Site to enjoy a programme of events that nod to the past and point to the future of Earls Court.

ECDC began with a mantra 'to make haste slowly' and ensure we took the time to both listen and appreciate the world of Earls Court, which helped to establish the early vision to bring the wonder back to Earls Court.

Now, after over four years of consideration, we are proud to present our hybrid planning submission to the authorities for determination – a key milestone to enable the future of Earls Court as a place, once again, to discover wonder.

Rob Heasman  
CEO  
The Earls Court  
Development Company

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# 1.0 Introduction

# Transforming Earls Court into a Cultural Destination

The Cultural Strategy has been prepared by The Earls Court Development Company (ECDC) in partnership with Sound Diplomacy, working closely with the masterplan architects, Hawkins\Brown and Studio Egret West. Culture has a strong legacy at Earls Court and it will continue to play a defining role in the new masterplan, both within buildings and across the public realm.

The Site occupies an area of approximately 18 hectares (179,956 sq m) and is located in both the London Borough of Hammersmith and Fulham (LBHF) and the Royal Borough of Kensington and Chelsea (RBKC), in West London. The Site area associated with the RBKC Hybrid Planning Application is approximately 8 hectares (78,561 sq m) and the site area associated with the LBHF Hybrid Planning Application is approximately 10 hectares (101,395 sq m).

The LBHF and RBKC administrative boundary bisects the site along a northwest – southeast axis from Lillie Road to West Cromwell Road.

The Proposed Development will form the new Earls Court Development. The Hybrid Planning Applications have been submitted on behalf of Earls Court Partnership Limited (ECPL), (“The Applicant”).



# 2.0 History and Legacy

## 2.1 History and Legacy

### Earls Court, a Cultural Pioneer

From the late 1800s onwards, Earls Court became a place where Britain showcased itself to the world.

Both the Exhibition Centres, and the pleasure gardens that came before it, were known across the world and attracted exhibitors and visitors from far and wide. Temporary events and exhibitions gave Britons an understanding of foreign cultures before the era of mass tourism. As a showcase of innovation, Earls Court invited visitors to discover and learn.

As an entertainment venue, Earls Court leaves a legacy of weird and wonderful exhibitions and events that live on in the hearts and minds, memories and nostalgia of everyone who attended them.



1. Postcard of the Earls Court Gigantic Wheel, c. 1905



2. Lake at Earls Court Exhibition Grounds, America Exhibition 1887



3. Brit Awards 2008 at Earls Court Exhibition Centre



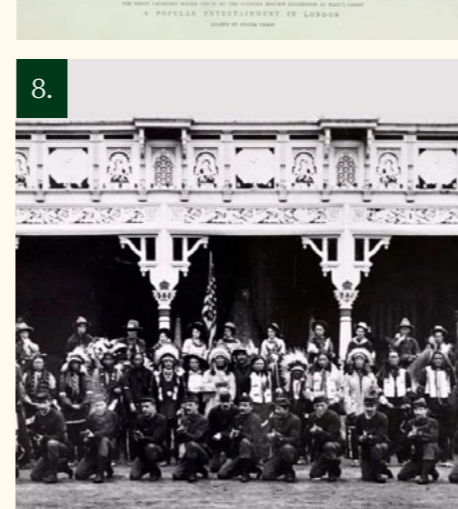
4. Water ride at Exhibition Grounds



5. Eastern bandstand and facade of Illinois building, America Exhibition 1887



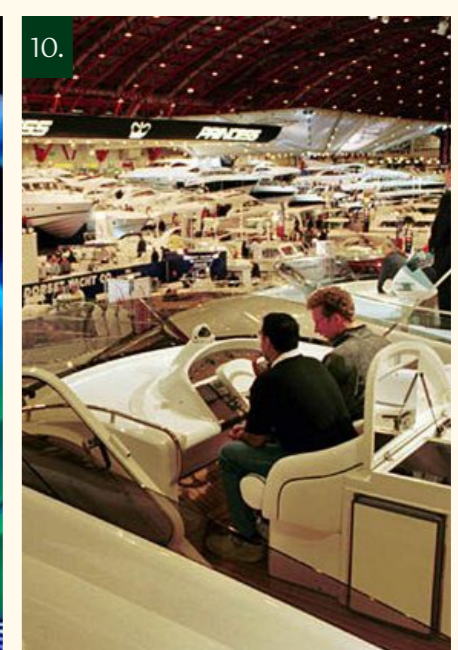
6. Outside the Ideal Home Show



7. Inside the Ideal Home Show



8. Wild, wild west: Buffalo Bill, America Exhibition in Earls Court, 1887



9. Pink Floyd Live from Earls Court, 1994

1. Postcard of the Earls Court Gigantic Wheel, c. 1905
2. Lake at Earls Court Exhibition Grounds, America Exhibition 1887
3. Brit Awards 2008 at Earls Court Exhibition Centre
4. Water ride at Exhibition Grounds
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6. Outside the Ideal Home Show
7. Inside the Ideal Home Show
8. Wild, wild west: Buffalo Bill, America Exhibition in Earls Court, 1887
9. Pink Floyd Live from Earls Court, 1994
10. Car show at the Exhibition Centres





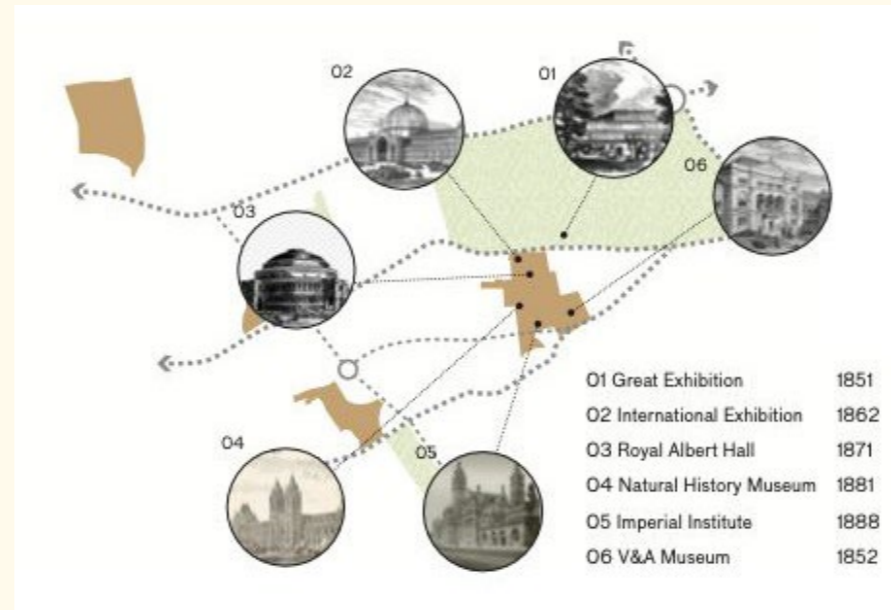
## 2.1 History and Legacy

### At the Centre of West London's Cultural Network

West London became a hotspot for cultural events and venues, with a number of permanent and purpose-built institutional buildings completed from the Victorian era to today.

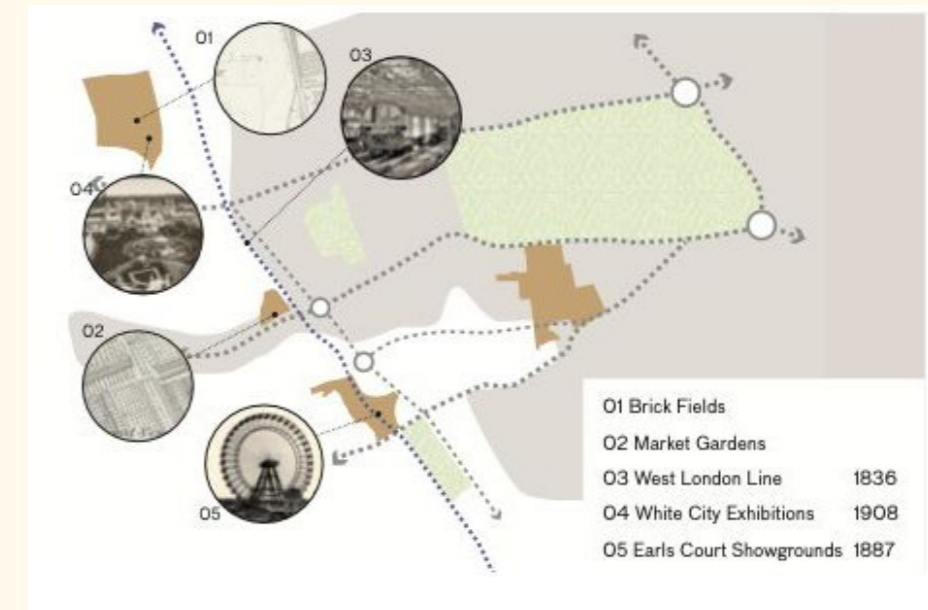
Earls Court was an integral part of the West London cultural network and that legacy is central to the new vision and masterplan for the Site.

Over the 1800s, West London was changing rapidly in response to the expansion of the railways. The 1851 Great Exhibition in Hyde Park sparked development of the Museum Quarter, termed 'Albertopolis', and a wave of cultural venues and exhibitions grew in the area thereafter.



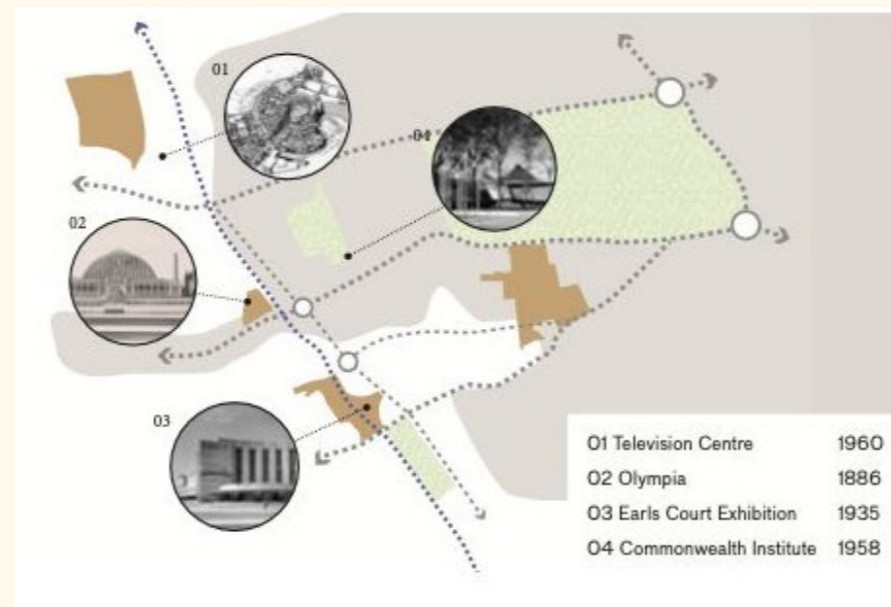
#### West London becomes the Victorian city's new cultural hub

The Great Exhibition of 1851 and subsequent development of 'Albertopolis' shifted cultural and civic uses towards West London, leading to a building boom.



#### Rail connectivity brings urban development west

The natural break between LBHF and RBKC influenced the location of infrastructure and urban development. Rail and underground lines result in industrial sites suitable for cultural venues.



#### Permanent cultural institutions are established

The Earls Court Exhibition Centres open in 1935 alongside other well known institutions arriving during the 20th century.



#### New and expanded anchors are attracted to West London

Previously established neighbourhood networks support the growth and introduction of large cultural anchors.



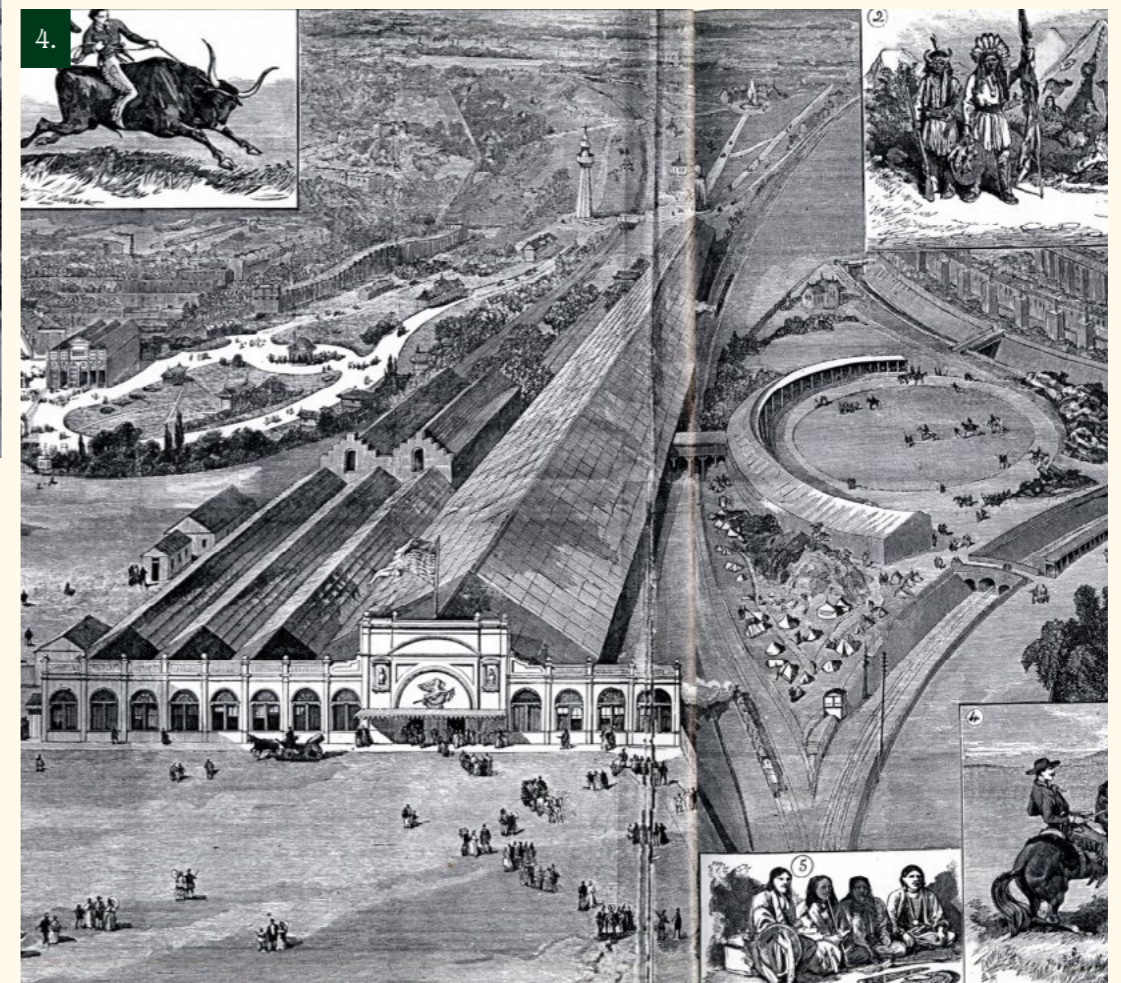
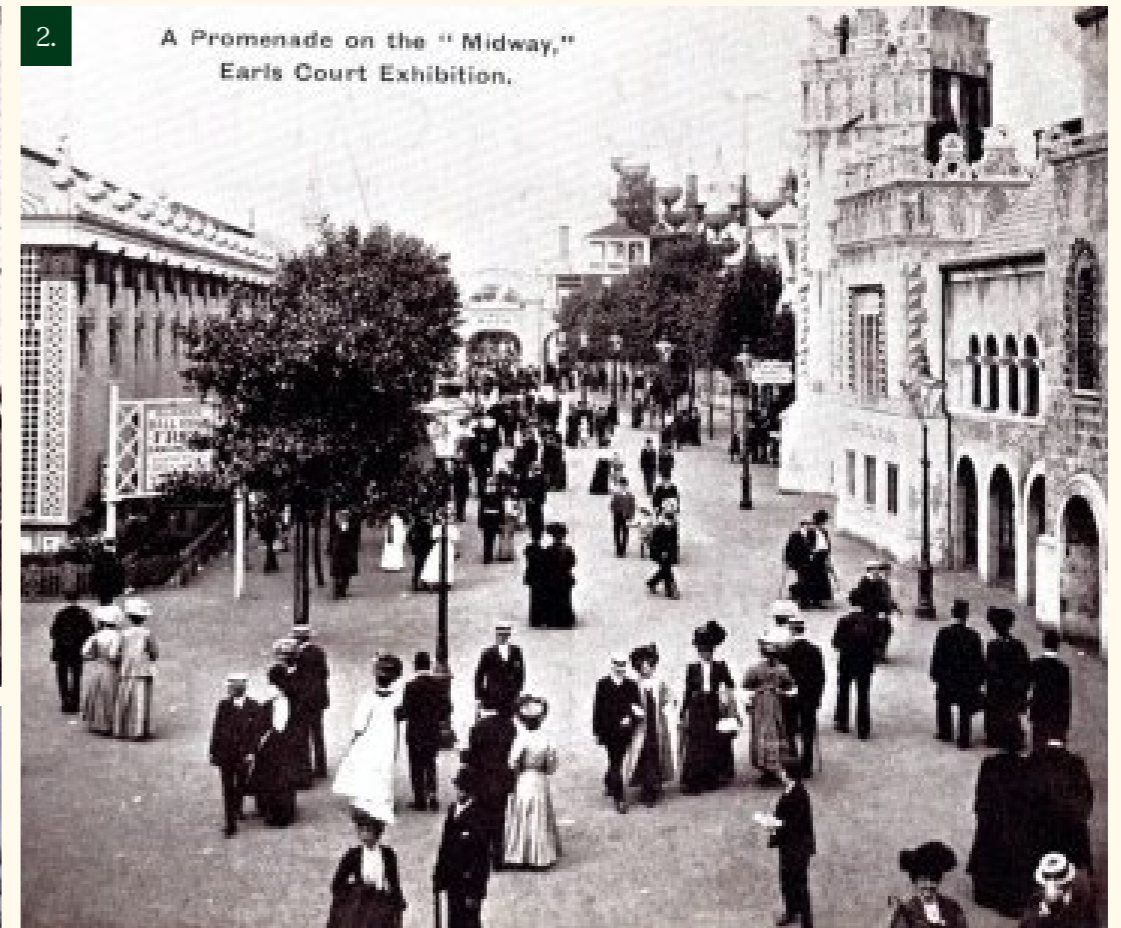
## 2.1 History and Legacy

### A Spirit of Delight and Discovery

The Earls Court Exhibition Grounds brought joyous, people-centric uses to the Site for the first time. That sense of delight and discovery continues to drive the vision for Earls Court.

From 1887, disused railway land around Lillie Bridge Works was used to host the Earls Court Exhibition Grounds. This saw temporary structures erected such as arenas and grandstands, lakes, pleasure gardens, theatres and warehouses. The first exhibition was the America Exhibition in 1887, including Buffalo Bill's Wild West Show.

Over the following years, further exhibitions including the India Exhibition in 1896 brought new delights for Londoners to explore and attracted visitors from across the world.



1. Eastern bandstand and facade of Illinois building, America Exhibition 1887, Earls Court Exhibition Grounds
2. The 'Midway', India Exhibition 1896
3. The Western Gardens and Gigantic Wheel, 1904
4. Drawing of the America Exhibition at the Exhibition Grounds from Lillie Road, 1887



## 2.1 History and Legacy

### A Place of Difference

New cultural and entertainment landmarks such as the Gigantic Wheel (1895) and Empress Theatre (1896) were constructed as part of the Exhibition Grounds, which contrasted the scale and grain of the surrounding residential neighbourhood dramatically.

The Gigantic Wheel was originally built to the north of the site in 1895 for the India Exhibition. It followed designs of the original Ferris Wheel shown in Chicago in 1893 and remained one of the largest wheels built at the turn of the century at 82m in diameter. The wheel was eventually demolished in 1907 due to falling profits.

Empress Theatre (known as Empress Hall from 1935) was first constructed as part of the Exhibition grounds on the site of the current Empress State Building. In 1915, the theatre was stripped out to house Belgian refugees and then used as a storage depot, and for designing mock ups for railway stations.

In 1935, the Empress was reinstated as an entertainment venue with seating for 7,000 people. However, following World War 2, it sustained some bomb damage and in 1958 was eventually demolished to construct the Empress State Building which now provides offices for the Metropolitan Police.



Gigantic Wheel from Fenelon Road (now demolished by West Cromwell Road [A4])



Advertisement for the 'Gigantic Wheel' at Earls Court from the Tandem Smelting Syndicate Ltd



Empress Hall, 1936, during construction of the Earls Court Exhibition Centre



## 2.1 History and Legacy

### A Showcase of Ingenuity

The permanent Exhibition Centre, completed in 1937, cemented the Site's legacy as a cultural destination. The state-of-the-art building showcased new inventions and experiences, that became synonymous with the site.

In 1991, the centre was further extended through the construction of Earls Court 2 on part of Lillie Bridge Depot, allowing exhibitions and events to become bigger and bolder.

The Exhibition Centres were a much loved showcase for ingenuity embraced by the world and by the local community, where people and ideas could meet. This loss of innovation and experience has therefore been felt locally, by businesses and residents alike.



Axonometric drawing of the new Exhibition Centre, 1935



Inside the Earls Court Motor Show



## 2.1 History and Legacy

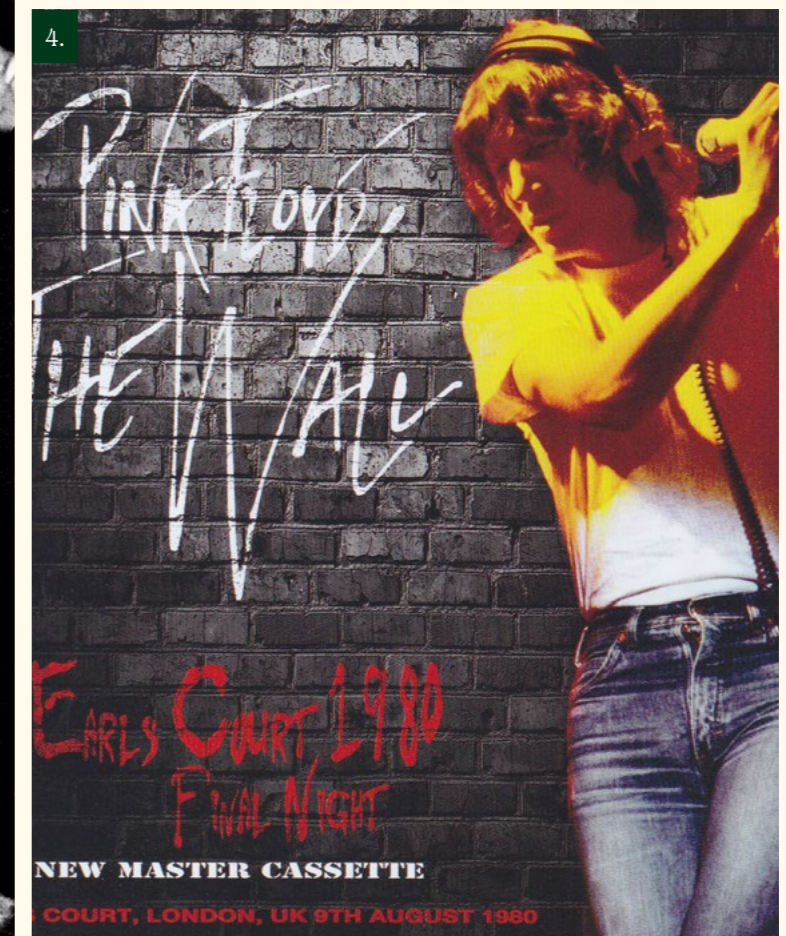
### An Iconic Venue

Over the decades, Earls Court became the backdrop for renowned musical performances. This established a legacy of music within the iconic Exhibition Centres on the Site. The future of Earls Court should build on that legacy.

Musical performances from legendary bands over the 1970s and 80s established Earls Court as a popular and notable venue, that many Londoners remember today. This legacy and desire to celebrate the Exhibition Centres' musical history is often expressed at public consultations on the future of the Earls Court Development Site.

The venue's scale, use and style for many evokes these memories, and subsequently has established an expectation for a new cultural destination to be delivered on the Site.

1. The Rolling Stones Earls Court show, 1978
2. David Bowie at Earls Court, 1978 (image license purchased through Alamy)
3. Bob Dylan at Earls Court, 1978
4. Pink Floyd, 1980 recording of Earls Court show



## 2.1 History and Legacy

### Demolition and the Loss of Wonder

The Site today, following the demolition of the Exhibition Centres, is dormant, awaiting a new sense of wonder.

Today, the Site is a noticeable gap in London's urban fabric, having been largely vacant for the last decade. It has additionally sat in contrast to its surrounding context for 150 years, creating a Site that sits apart from its neighbours in scale, grain and use.

Any new development therefore faces a significant challenge to repair the Site's connections with its surrounding neighbourhoods and repair historic boundaries, as well as bringing back the sense of wonder created by the Site's long-lasting cultural legacy.



Above: Aerial image of the Earslough Site  
Right: Demolition of the Exhibition Centres



# 3.0 Context

## 3.1 Cultural Context

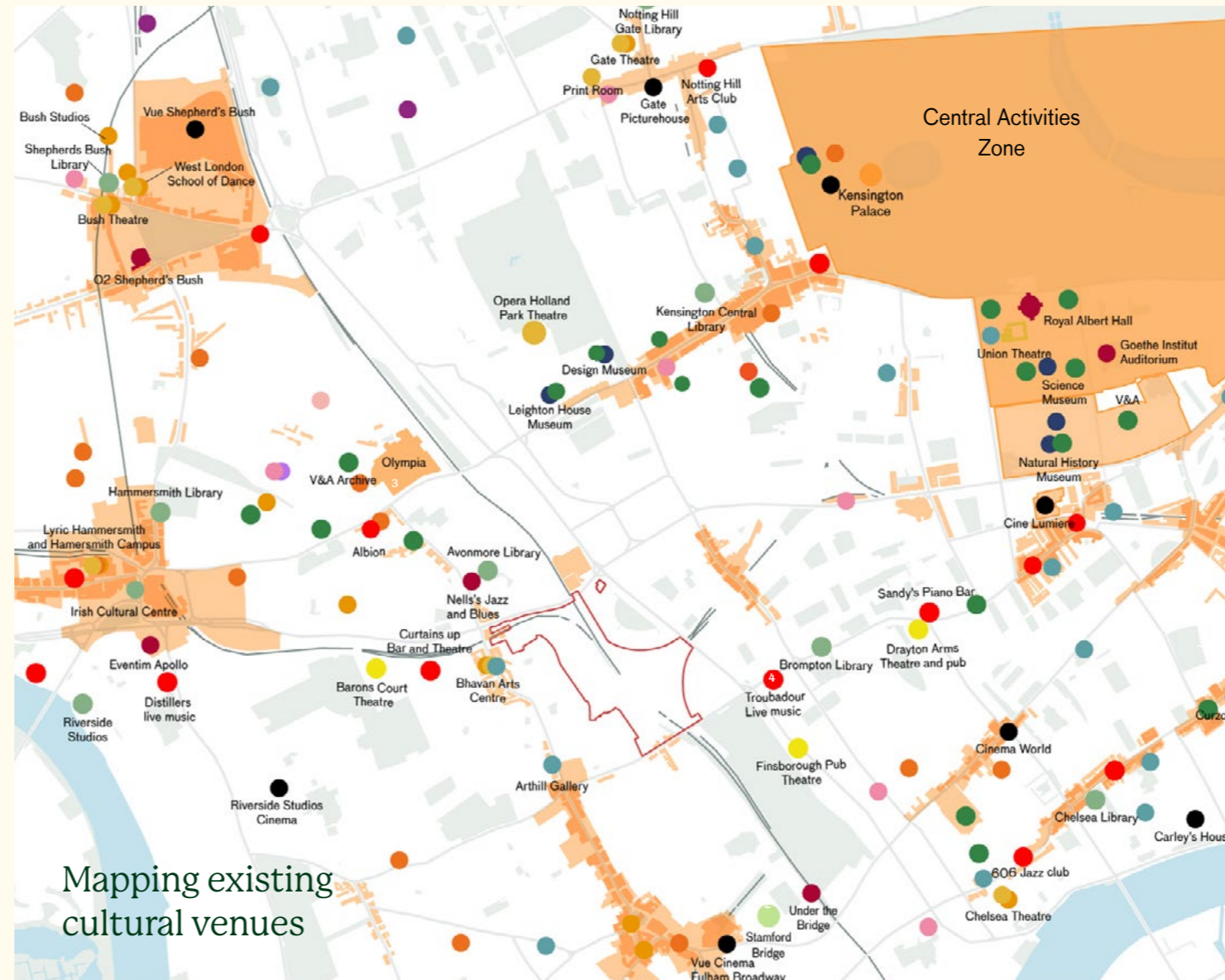
### Understanding the Cultural Context

The Site is located within a predominantly residential area, surrounded by thriving high streets. A number of cultural venues sit on these routes, particularly on North End Road, around Hammersmith town centre and Lillie Road. The Museum Quarter and Hyde Park also form cultural hubs to the east.

The closure of the Earls Court Exhibition Centres has created a vacuum in the cultural landscape around the Site. Some smaller venues and supporting service industries such as hotels remain in the area.

Future development should:

- Seek to address the cultural vacuum left by the loss of the Exhibition Centres
- Not compete or duplicate the existing cultural offer
- New cultural uses should instead be complementary or act as single destinations for residents and the wider London population
- Plug into the wider network of venues and other industries that previously relied on the Exhibition Centres



Key:

- |  |  |  |
|--|--|--|
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #f4a460; border: 1px solid black; margin-right: 5px;"></span> High streets and town centres | <span style="display: inline-block; width: 10px; height: 10px; background-color: #800040; border: 1px solid black; margin-right: 5px;"></span> Music venues                      | <span style="display: inline-block; width: 10px; height: 10px; background-color: #ffff00; border: 1px solid black; margin-right: 5px;"></span> Small theatres/theatre pubs         |
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #000000; border: 1px solid black; margin-right: 5px;"></span> Cinemas                       | <span style="display: inline-block; width: 10px; height: 10px; background-color: #ffa500; border: 1px solid black; margin-right: 5px;"></span> Theatres and dance venues         | <span style="display: inline-block; width: 10px; height: 10px; background-color: #800080; border: 1px solid black; margin-right: 5px;"></span> Set design and props                |
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #90ee90; border: 1px solid black; margin-right: 5px;"></span> Libraries                     | <span style="display: inline-block; width: 10px; height: 10px; background-color: #ff4500; border: 1px solid black; margin-right: 5px;"></span> Recording studios                 | <span style="display: inline-block; width: 10px; height: 10px; background-color: #800080; border: 1px solid black; margin-right: 5px;"></span> Creative workspaces                 |
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #32cd32; border: 1px solid black; margin-right: 5px;"></span> Archives and societies        | <span style="display: inline-block; width: 10px; height: 10px; background-color: #ffa500; border: 1px solid black; margin-right: 5px;"></span> Rehearsal (theatre, dance, music) | <span style="display: inline-block; width: 10px; height: 10px; background-color: #ffb6c1; border: 1px solid black; margin-right: 5px;"></span> Maker and manufacturing spaces      |
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #4682b4; border: 1px solid black; margin-right: 5px;"></span> Museums and public galleries  | <span style="display: inline-block; width: 10px; height: 10px; background-color: #ffa500; border: 1px solid black; margin-right: 5px;"></span> Office-based music offices        | <span style="display: inline-block; width: 10px; height: 10px; background-color: #90ee90; border: 1px solid black; margin-right: 5px;"></span> Outdoor cultural and sports grounds |
| <span style="display: inline-block; width: 10px; height: 10px; background-color: #6495ed; border: 1px solid black; margin-right: 5px;"></span> Commercial galleries          | <span style="display: inline-block; width: 10px; height: 10px; background-color: #ff0000; border: 1px solid black; margin-right: 5px;"></span> Small music venues                |  |



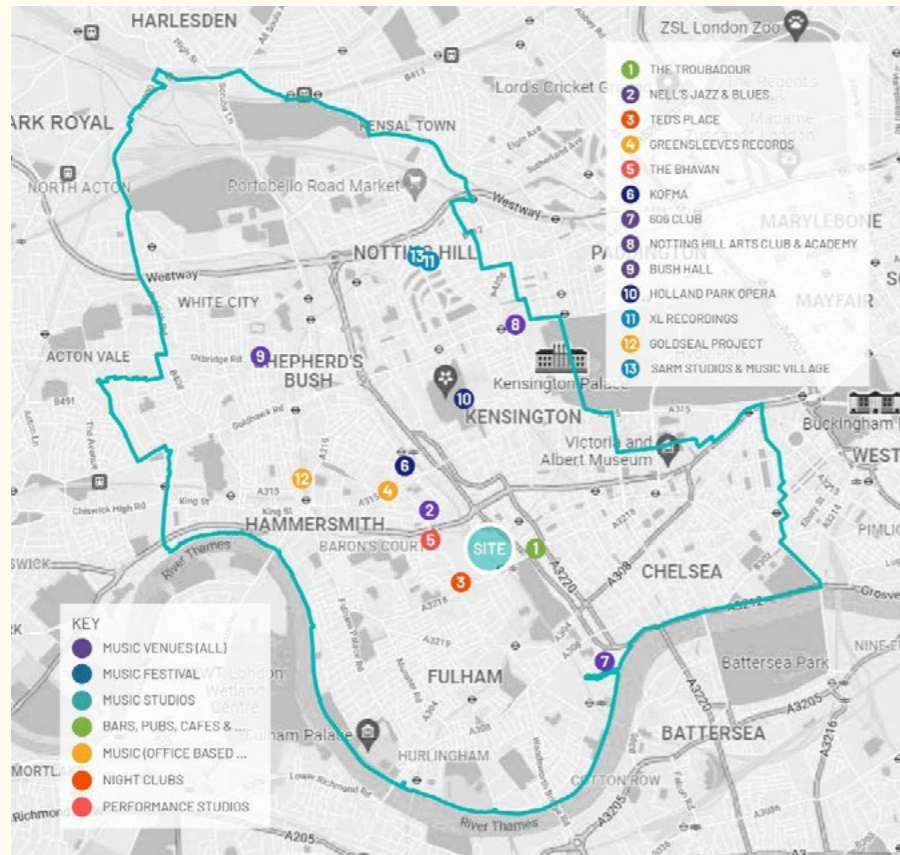
1. Design Museum
2. Stamford Bridge – Chelsea FC.
3. Olympia
4. The Troubadour



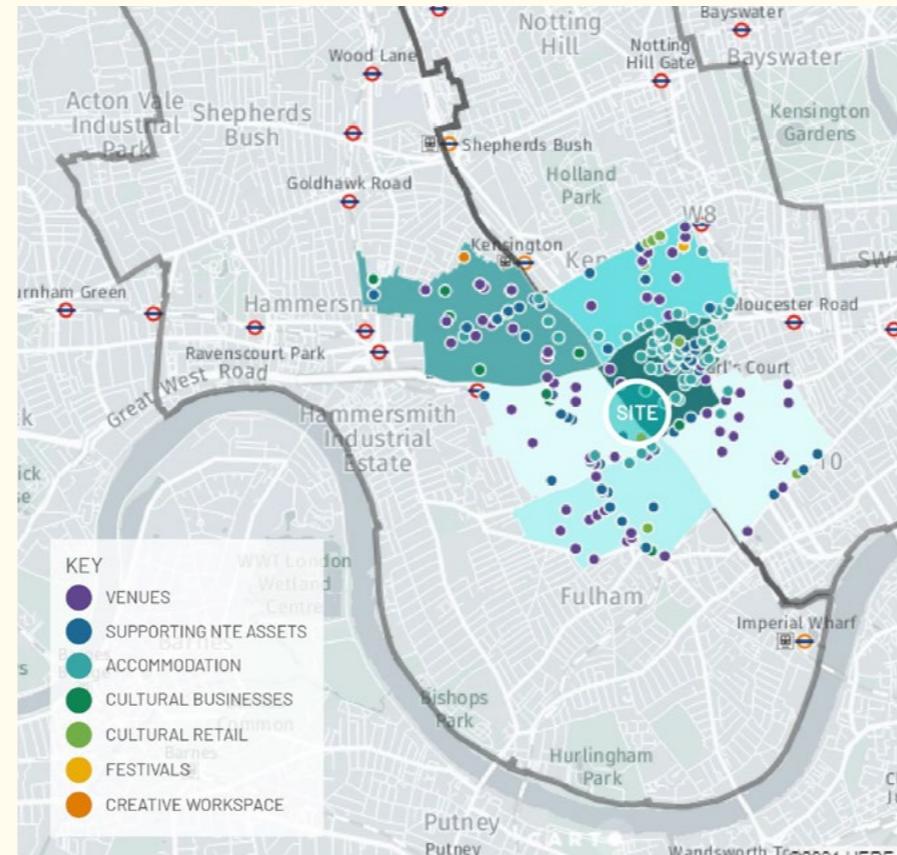


# 3.1 Cultural Context

## Local Venues and Assets within the Culture and Creative Sectors:

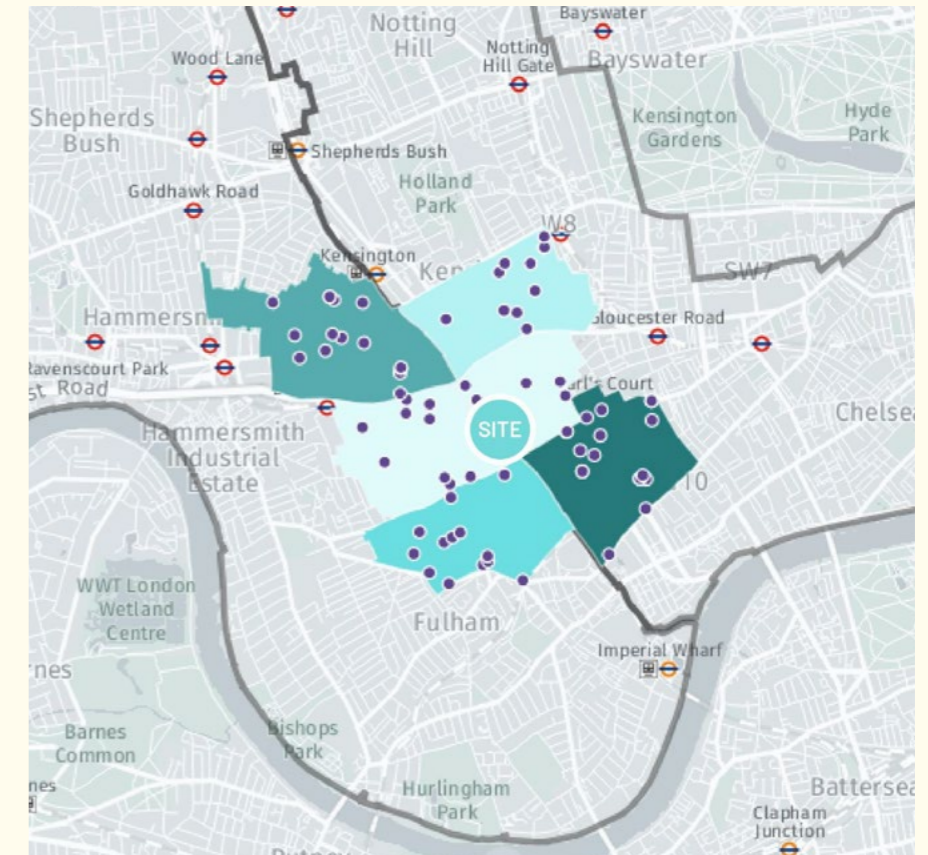


Distribution of 'spotlight' businesses within RBKC and LBHF



Distribution of assets in six wards around Site:

- 212 cultural businesses and individuals
- 71 venues (most common category)
- Earl's Court ward has the least number of venues (five)



Distribution of venues in 6 wards around Site:

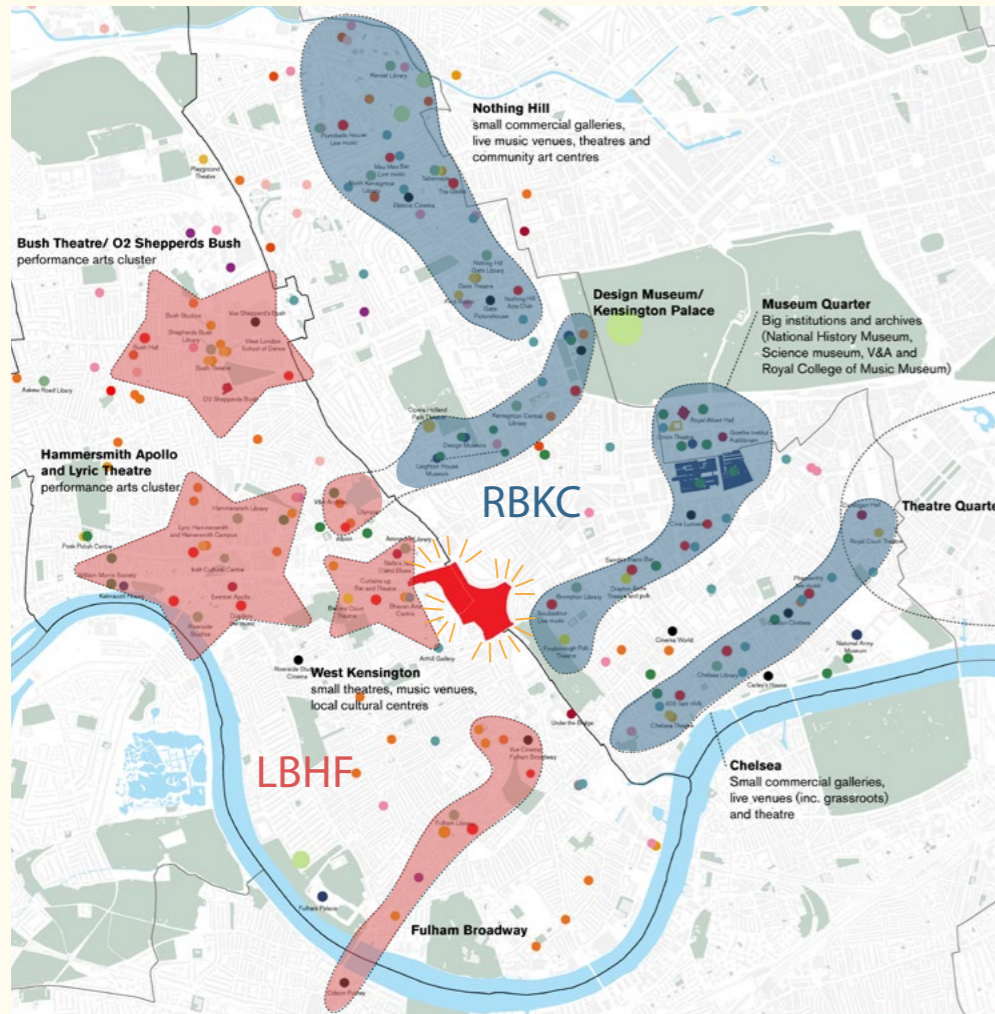
- The most prevalent venue type is community spaces with 27 spaces (38% of the total venues), bars, pubs, cafes and restaurants with performance in 18 spaces (25.3%) and art galleries and museums in 11 spaces (15.5%)
- Only two recorded nightclubs and one dedicated music venue

Cultural mapping was undertaken by Sound Diplomacy to create these drawings in 2021.



# 3.1 Cultural Context

## West London Culture Map



These drawings were produced by Hawkins\Brown and Studio Egret West as part of the Site analysis

RBKC: Linear clusters of cultural infrastructure stretch along key routes and high streets bridging between major cultural anchors.

LBHF: Clusters are centred around transport nodes to the west of the Site, along with a string of spaces linking Putney with Fulham.

- High streets and town centres
- Cinemas
- Libraries
- Archives and societies
- Museums and public galleries
- Commercial galleries
- Music venues
- Theatres and dance venues
- Recording studios
- Rehearsal (theatre, dance, music)
- Office-based music offices
- Small music venues
- Small theatre/theatre pubs
- Set design and props
- Creative workspaces
- maker and manufacturing spaces
- Outdoor cultural and sports grounds

Earls Court offers an opportunity to provide a new and unique cultural offer within West London.

Many spaces and businesses in the local area support the exhibition and consumption of culture and the arts, rather than its creation.

There is a relatively high number of 'adapted' spaces compared to the low number of 'dedicated' spaces. Olympia will be providing a 4,400 capacity AEG arena and a 1,500-seat theatre centre one station stop away.

Earls Court can fill the vacuum by:

- Creating a series of flexible spaces that can respond and morph to different ecosystems and evolving demands
- Developing new music venues to enhance the local music offering
- Providing rehearsals spaces for performance
- Providing exhibition spaces for artists and the creative industries to showcase
- Providing spaces for creatives to create and broadcast to the world once again
- Complement but differentiate the offer from Olympia



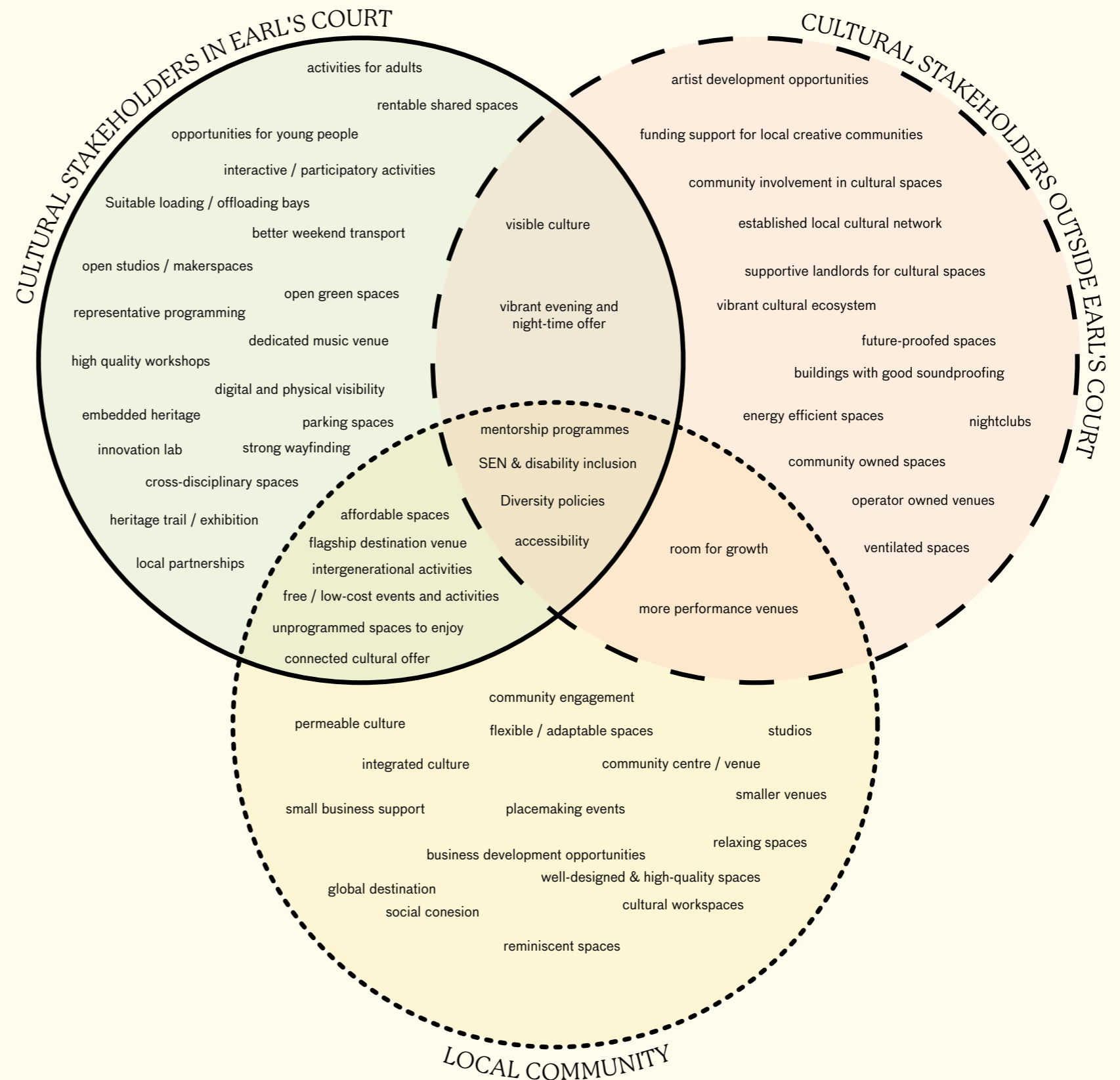
## 3.2 Engagement with Cultural Stakeholders

Sound Diplomacy conducted interviews and workshops with cultural stakeholders in Earl's Court and other London boroughs during May and June 2022.

The aim of these sessions was to directly engage with the creative community or the Initial Cultural Strategy, which launched in February 2023, to gain insight into overarching themes and local cultural opportunities, focusing on what is missing, what is already happening, and how the Proposed Development can enhance the cultural offering in the area.

- Conversations revealed demand for the areas set out to the right
- These ideas and themes shaped the evolution of the masterplan design

## What stakeholders want to see in Earls Court...



## 3.2 Engagement with Cultural Stakeholders

This table outlines the breadth and depth of organisations which ECDC has engaged with in relation to culture and the Site.

Some organisations, such as the Finborough Theatre and Earls Court International Film Festival, have benefitted from funding from the Earls Court Community Fund.

Other organisations such as RBKC, LBHF and the GLA have directly influenced the strategy for the Site through their adopted policies as well as through ongoing engagement and discussion.

ECDC has also met with many cultural stakeholders and organisations in order to activate the Site and inform the thinking behind the cultural strategy and will continue to do so moving forward.

<b>Music</b>	<b>Art</b>	<b>Performance</b>	<b>Emerging and Immersive</b>	<b>Authorities</b>
The Troubadour	National Portrait Gallery	Finborough Theatre	Outernet	RBKC
Live Nation	This is Projekt	London Theatre Co	Location Live	LBHF
The Venue Group	British Sculpture Society	ATG	Broadwick Live	GLA Culture Team
Found in Music	Kensington & Chelsea Art Week	Nimax	You Me Bum Bum Train	DCMS
BIMM London	Alison Jackson Studios	Lloyd Webber Theatres	Punchdrunk	Arts Council England
	Mosaic Rooms	Chelsea Theatre	Walltopia	UK Music
	Global Street Art	The Lost Estate	Hemingway Design	London & Partners
	Baker & Borowski	BBC	Soul Kitchen	LBHF Cultural Compact (Steering Group Member)
	London Design Festival	Underbelly		GLA Culture and Creative Industries Unit
	Illuminate Productions	Live Nation		RBKC Culture and Place – Culture Services
	Acrylicize	LAMDA		
	The Bomb Factory Art Foundation	Lyric Hammersmith		
	Urbanwise London	The Earls Courtiers		
	London Mural Festival	Outside The Box Amusements – theatrical production company		
	Turtle Key Arts	Rodeo Productions – theatrical production company		
	H&F ArtsFest	Outside Edge Theatre		
		Earls Court Community Trust		
		Burnt Orange Theatre		
		Earls Court International Film Festival		



### 3.3 Engagement with the Local Community

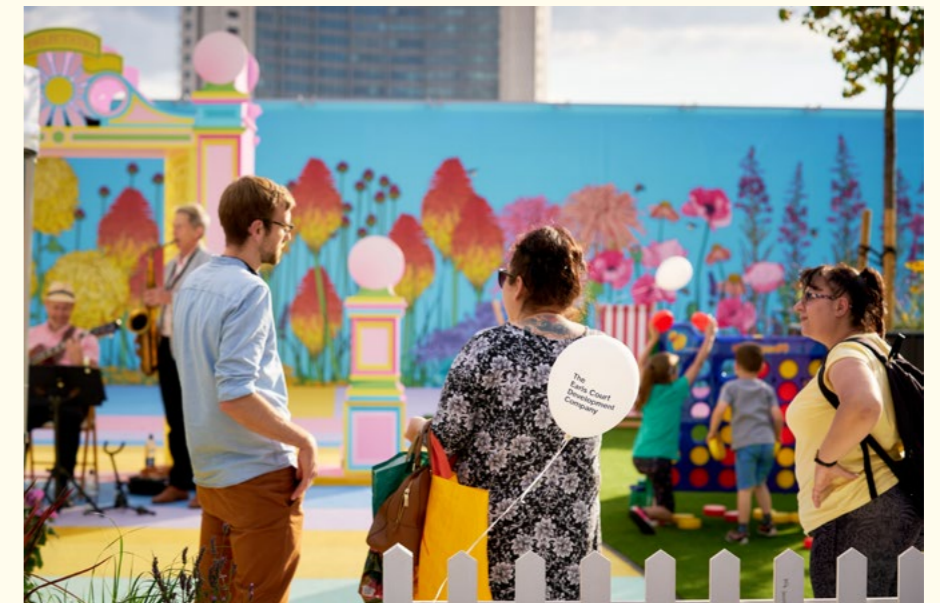
The Cultural Strategy responds to insights obtained through deep and consistent engagement with the diverse range of communities surrounding the Site. Working with the arts and cultural sectors within LBHF and RBKC, numerous conversations, workshops and site visits were held, with multiple stakeholders welcomed to the site and the team embarking on a series of visits to a range of cultural spaces and groups across both boroughs.

The historical and cultural importance of the Exhibition Centres and the impact they had on local businesses and cultural venues was clear. Residents in particular emphasised how they wanted to see life come back to the Site and that the 'buzz' of the old Earls Court was missed as are the jobs and local spend that it brought.

Both councils have a shared belief that art and culture drive economic growth and are central to their vision. From the outset, ECDC made re-opening and activating the long-closed site a priority.

Today there are multiple businesses, creative organisations and artists working and operating on the Site. Involving those people and organisations in the discussions around the future of Earls Court has been a central focus of the engagement strategy.

Programmes such as the Artist in Residence scheme with its community art classes, the K+C Festival partnership bringing exciting artwork by local artists onto the historic Warwick Road Apron, the London Design Festival with area walks and art installations and Alison Jackson's major installation of portrait photography by the young people of the Earls Court Youth Club allowed the team to engage with and listen to a remarkably wide range of people. The consultation process has seen 1,500+ people make thousands of comments and suggestions, providing feedback as the masterplan developed and allowing the team to refine the arts, music and culture offer that will form an important part of the new Earls Court.



ECDC's pop-up engagement events



### 3.3 Engagement with the Local Community

Working with teenagers taking part in the ECDC-sponsored Earls Court Future Programme and with primary students from local schools through 'Young City Makers' it was also apparent that this generation has little memory of the Earls Court of the past and were excited to feed in their ideas and proposals as to what the next generation want to see at the new Earls Court.

Throughout each phase of consultation, proposals for how arts and culture could be integrated into the masterplan were tested and feedback was analysed. The masterplan as submitted, and this strategy, embodies the input from across communities and stakeholders. ECDC is committed to continuing to listen and engage as the cultural strategy is developed and implemented.

The consultation and engagement carried out can be found in the Statement of Community Involvement.

Quotes from survey contributors told us the following when it came to culture at Earls Court:

*"I think that within this community there is a lot of creativity which needs to be enhanced and utilised."*

*"Mixed development of housing, retail, food and leisure – ideally some night-time venues as well."*

*"A cinema does fit into your vision to 'bring the wonder back to Earls Court'. The wonder is already there in all our creative communities. We are simply asking for a home for film so we can shine brighter."*



Children partaking in a kids gardening workshop at ECDC's Community Hub





### 3.4 The Cultural Opportunity

#### From Our Analysis, We Have Identified the Following Key Insights:

- The closure of the Earls Court Exhibition Centres has left a void in the vibrant cultural landscape in the Site
- Although many local spaces and businesses support cultural activities, they lack the necessary resources for ongoing creative production
- There is a notable imbalance between the high number of 'adapted' spaces and the scarcity of purpose-built venues
- With Olympia providing a 4,400 capacity arena and a 1,500-seat theatre just one station stop away, there is an opportunity to reshape Earls Court's cultural scene to complement these uses



Unfortunate: The Untold Story of Ursula the Sea Witch  
– Underbelly at Earls Court

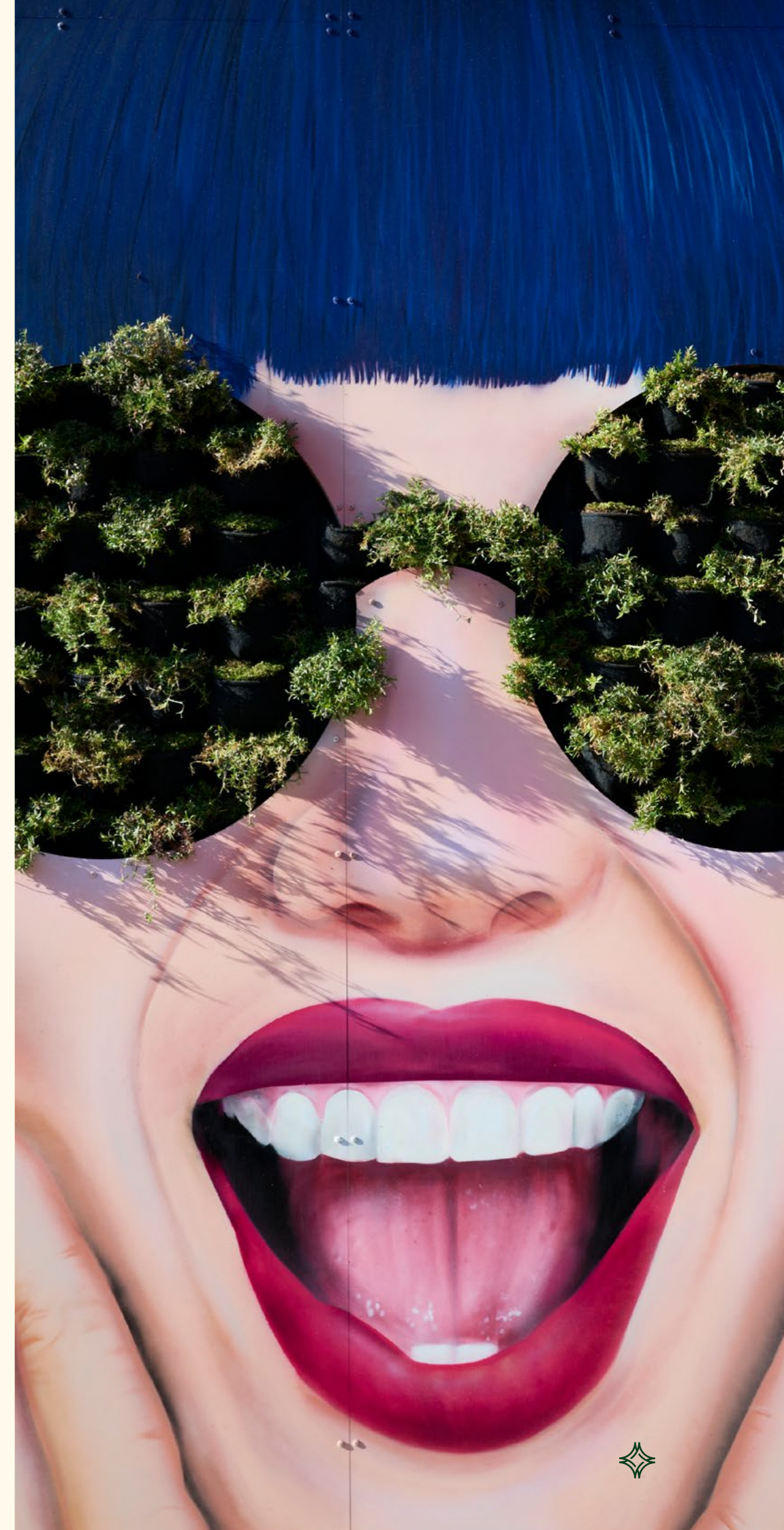




## 3.4 The Cultural Opportunity

### We Can Fill the Cultural Gap in Earls Court through:

- Versatile venues: Creating a series of multi-purpose spaces that are designed to adapt to the diverse needs and demands of the cultural community
- New cultural spaces: Building innovative cultural spaces to elevate the local music offering, fostering new opportunities for emerging artists
- Rehearsal studios: Providing flexible rehearsal spaces for performances of various disciplines
- Accessible exhibition space: Providing accessible exhibition spaces for artists and creatives to showcase their work and promote cultural engagement within the community
- Creative studios: Providing purpose built creative spaces for makers to create and broadcast their work, sharing the cultural landscape of Earls Court to a global audience



# 4.0 Policy

# 4.1 Policy Overview

## GLA

### Culture for all Londoners:

- Supporting London's culture and creative industries is one of the Mayor's top priorities
- Culture contributes £52bn to London's economy every year, and accounts for one in six jobs in the capital
- The document sets out how to keep London at the top of its creative game and ensure there are cultural opportunities in every corner of the capital

### Culture for all Londoners has four priorities:

#### Love London

More people experiencing and creating culture on their doorstep

#### Culture and good growth

Supporting, saving and sustaining cultural places

#### Creative Londoners

Investing in a diverse creative workforce for the future

#### World city

A global creative powerhouse today and in the future



## Hammersmith & Fulham's Cultural Strategy

### Where culture connects

The strategy was adopted by LBHF in 2023 and it defines LBHF's cultural vision to create a place where 'our people celebrate together and feel they belong, where visitors are wowed, and where local creativity supports innovation and drives investment, jobs and shared prosperity'. The strategy identifies four themes along with headline actions for each as follows:

#### Theme 1: Destination Hammersmith & Fulham

A place for quality culture, retail, food, green space and riverside, with an internationalist outlook; a place to attract people to live, work, visit, relax, study and invest

#### Theme 2: Creative Hammersmith & Fulham

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

#### Theme 3: Included in Hammersmith & Fulham

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

#### Theme 4: Together in Hammersmith & Fulham

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



The strategy identifies foundation actions to lay the foundations to deliver the full strategy as follows:

- Convening a delivery board – a Hammersmith & Fulham Cultural Compact – to manage the strategy and action plan, reporting to stakeholders and the public. ECDC is a founding member of the Hammersmith & Fulham Cultural Compact
- Developing a funding and investment plan to ensure the strategy and action plan are appropriately resourced
- Developing a 'Communications for Culture' strategy and plan to streamline the promotion of the borough, the cultural offer and communicate with residents and stakeholders

The Cultural Strategy allows the Council and its partners in the arts, culture and heritage sectors to work together effectively, to collaborate towards a shared vision and set of ambitions. Acknowledging the longstanding commitment to this area and the achievements to date will help steer how LBHF will do more, at scale, and how it will encourage a joint, partnership approach across the borough, recognising the important role of the arts, culture and heritage sectors in reinforcing LBHF's status as a global economic hotspot, in making the borough the best place to live in a major city and supporting their proposition as a visitor destination and in supporting aspirations for the borough to be as an inclusive place for all its communities.

In relation to the Proposed Development, Theme 1 has the most direct influence in informing the Earls Court Cultural Strategy. Specifically, the theme Destination Hammersmith & Fulham identifies that as a major new development, Earls Court will support LBHF's aim to grow as a vibrant hub for creative individuals and businesses – an attractive destination built on local talent.



# 4.1 Policy Overview

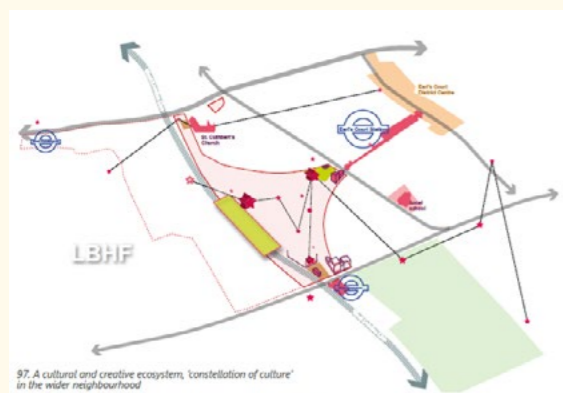
## RBKC

### The Royal Borough of Kensington and Chelsea New Local Plan Review 2024:

- The Site allocation specifies 'the provision of a facility or facilities of a commensurate scale and quality to enable the creation and delivery of cultural activity of international quality'

### RBKC Earl's Court Placemaking Framework SPD 2022:

- Reiterates RBKC's vision for the Site: 'A significant cultural facility of world class renown will restore a distinctive identity to the area and attract a variety of uses to make Earl's Court a vibrant destination, which will in turn enhance the wider neighbourhood, including the Earl's Court Road District Centre'
- Sets out an ambition to put Earls Court back on London's cultural map:



- A. Cultural use criteria.  
A new cultural facility should meet the following criteria:
1. Be high quality, bringing great work to Earl's Court
  2. Attract audiences from beyond the local area
  3. Be distinctive, belonging in Earl's Court
  4. Have strong links with local businesses and local people
  5. Be welcoming for everyone, make people feel at home in its spaces
  6. Have programming that interests a wide range of people
    - opportunities that people might stumble across as well as ticketed events
  7. Provide spaces for people to develop new creative work
    - not just show work that has been developed elsewhere



### Kensington & Chelsea Culture Plan 2020:

- RBKC council's ambition is to be A Place of Culture to Visit and Explore and sets out 3 key objectives:
  - A. A Borough Full of World Class Treasures
  - B. Where Culture is at the Heart of Amazing Places
  - C. Enriching Our Lives by Connecting to Culture

### Kensington & Chelsea Draft Culture Plan (2022-2026):

- Support and promote the borough's famous cultural offering and work with developments like Earls Court
- Address mental health and wellbeing through culture
- Working with Arts in Health Forum and championing their Creativity and Well-being Week
- Maximise opportunities to nurture talent of future generations offered by institutions within the borough

### RBKC Earls Court Cultural Use Study 2022:

- Explores the types of cultural partners that could be included in plans for the site
- Defines the key cultural criteria for the Placemaking Framework and informs the scenarios allowed for
- Explores The Value of Culture and the role of Anchor Institutions in Placemaking
- Identifies that world class can be interpreted in different ways and explores 4 scenarios in detail

### RBKC have set out the potential for 4 Scenarios at Earls Court:

ECDC has explored the 4 scenarios to be incorporated on Site. These studies are included in the Appendix.

#### Scenario 1:

Museum colocated with performing arts c. 4,000-5,000 sq m

#### Scenario 2:

Centre for the Performing Arts c. 3,300 sq m

#### Scenario 3:

Multi-purpose space for 3,000 capacity c. 1,500 sq m

#### Scenario 4:

Creative Hub or Cultural Campus c. 3,200 sq m



## 4.2 Policy Review

### Areas of Strategic Importance

The policy review has identified the following areas of strategic importance:



#### Destination

A destination for dynamic, high-quality culture

Build on the renowned heritage of the area, and provide new space for arts and culture

Draw in residents, visitors, creatives as well as cultural businesses



#### Inclusion

Curate diverse programming of culture that will allow people from all backgrounds to participate

Offer affordable and free projects and events

Ensure all spaces are safe and accessible for everyone

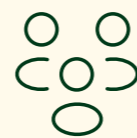


#### Creation

Be a catalyst and facilitator for cultural creation by providing affordable creative workspaces

Promote initiatives such as artists residencies, to support as well as to showcase local talent

Arts and culture initiatives should be tied to the public realm



#### Community

Involve the community in the development process

Work with various local artists, and arts and culture organisations

Involve smaller grassroots arts and culture organisations as well as cultural institutions to ensure the development is representative of the local community



#### Health and wellbeing

Provide diverse cultural programming for all ages in arts and culture to enhance social inclusion and community cohesion

Integrate culture with, and within accessible, open green spaces that connect people with nature and each other

Work with local arts organisations that tackle social issues

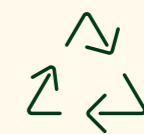


#### Technology

Utilise technology to enhance the cultural offering by providing digital platforms and digital engagement opportunities

Improve the digital skills and capability of the arts and cultural sector through practical support

Cultural spaces should have state-of-the-art technology to provide immersive experiences



#### Sustainable development

Prioritise skills and talent development for local creatives and culture makers

Include the local creative business community agenda, and take their needs into account

Provide creative business with opportunities for affordable and flexible workspace as well as employment and talent development



## 4.2 Policy Review

### 3 Key Takeaways for Earls Court:

1

Culture is a key part of the economy and its spillover benefits communities.

Culture must be an integral part of the Outline Development Brief, with space safeguarded, and a commitment to operational investment, to help to foster and create the foundations for happier, healthier, more cohesive communities.

2

There are no rules or prescribed routemaps for culture – it is a way of life.

Spaces, agents and consumers must reflect the diversity of our times, and a cultural ecosystem must allow for production and consumption, with a support network in place to be sustainable into the future.

3

Culture is not static and trends are constantly evolving.

That is the magic ingredient that takes people to spaces they wouldn't otherwise go and overcomes obstacles that wouldn't otherwise be mastered. Culture must be allowed to grow and evolve. Building in flexibility is key to long-term success.



EARLS  COURT

# 5.0 Vision and Masterplan

The  
Earls Court  
Development  
Company

## 5.1 Vision and Masterplan



The vision to bring the wonder back to Earls Court evolved into a masterplan based around four place pillars which establish the ambitions for the place we want to create.

### Nature

A celebration of nature and its ability to connect and revive



### Culture

A cultural ecosystem for the future of talent



### Innovation

A showcase for climate and clean innovation and skills



### Neighbourhood

An inspiring neighbourhood designed for all stages of life





## 5.2 The Four Place Pillars of Earls Court

### A cultural ecosystem for the future of talent

Earls Court is synonymous with the power of culture, creativity and performance with a magnificent heritage of spectacle dating back to the 19th Century. The spirit of delight and discovery is re-emerging as the site once again is proudly stitched back into London's cultural map.

<p>10 acres of outdoor space which can be transformed and used for seasonal events</p>	<p>A carefully curated mix of c. 100 places to eat, drink or shop</p>	<p>A variety of flexible spaces of all sizes to produce, rehearse and create</p>
<p>3 main cultural venues, around which culture and creatives can cluster</p>	<p>Repurposing the existing Train Shed into an immersive food and cultural destination</p>	<p>A new flower amphitheatre at Warwick Square to celebrate the historic entrance from the east</p>



Place Pillar axonometric: A cultural ecosystem



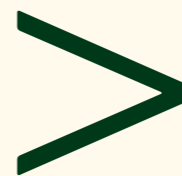
View of a flexible music venue within Phase 1



## 5.3 Cultural Vision



From the 'Mono' Culture of a large event space for single cultural events



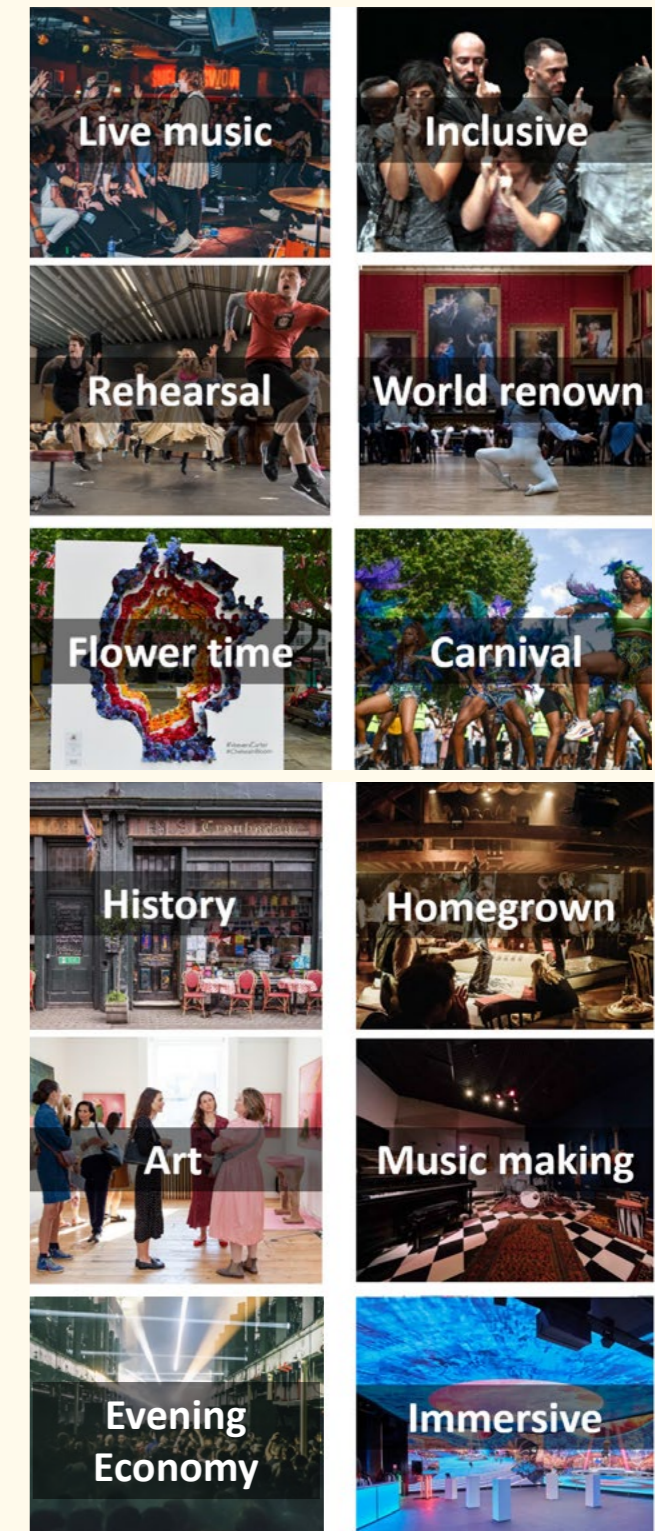
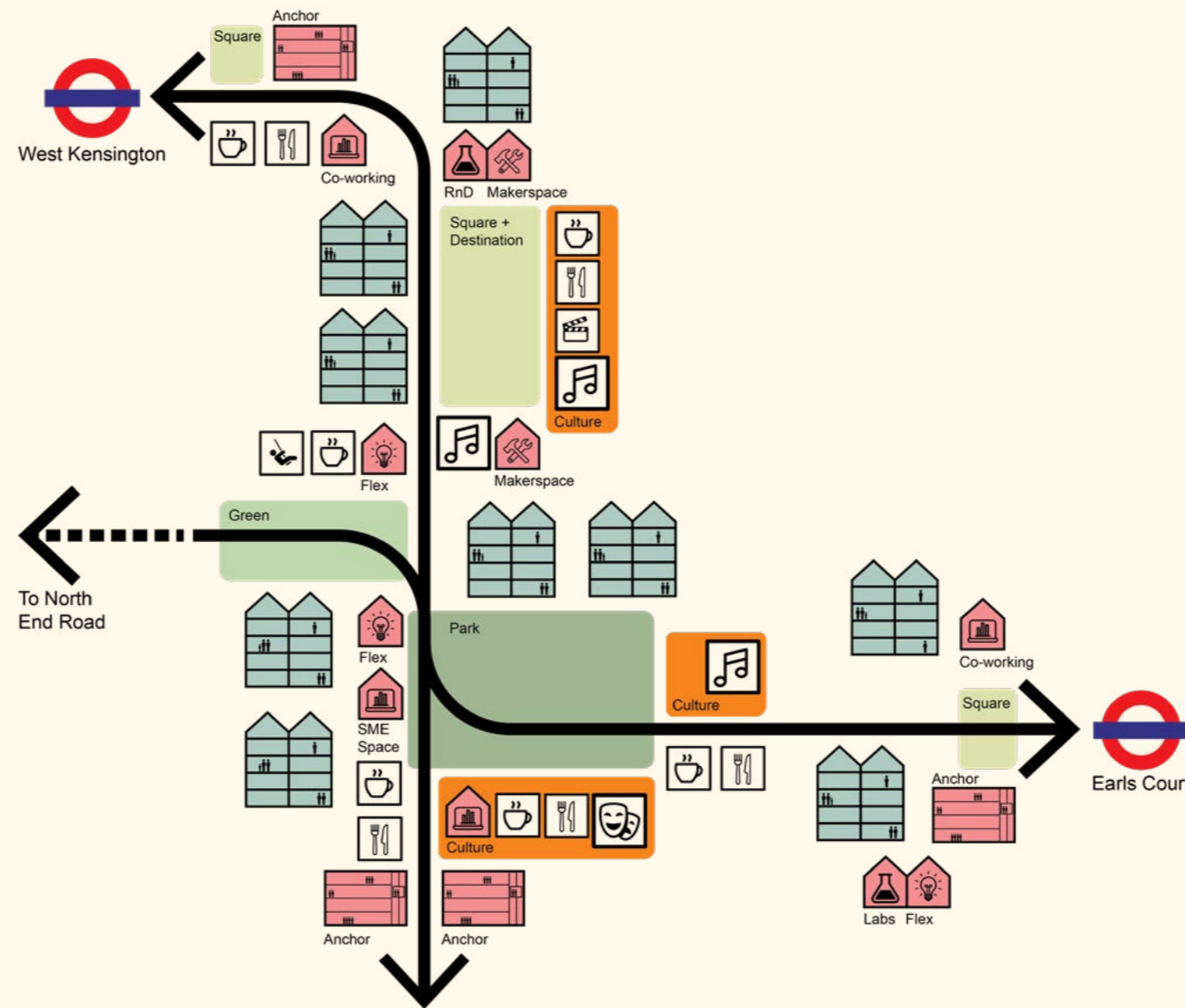
To the 'Multi' Culture of an ecosystem of culture across a variety of spaces



## 5.3 Cultural Vision

### An Innovative Cultural Neighbourhood

From art and performance within the public realm to a range of high quality spaces for rehearsal, production and performance. The Earls Court Development will have an ecosystem of spaces and places that will deliver a cultural offer on a par with the world class cultural neighbourhoods of London.

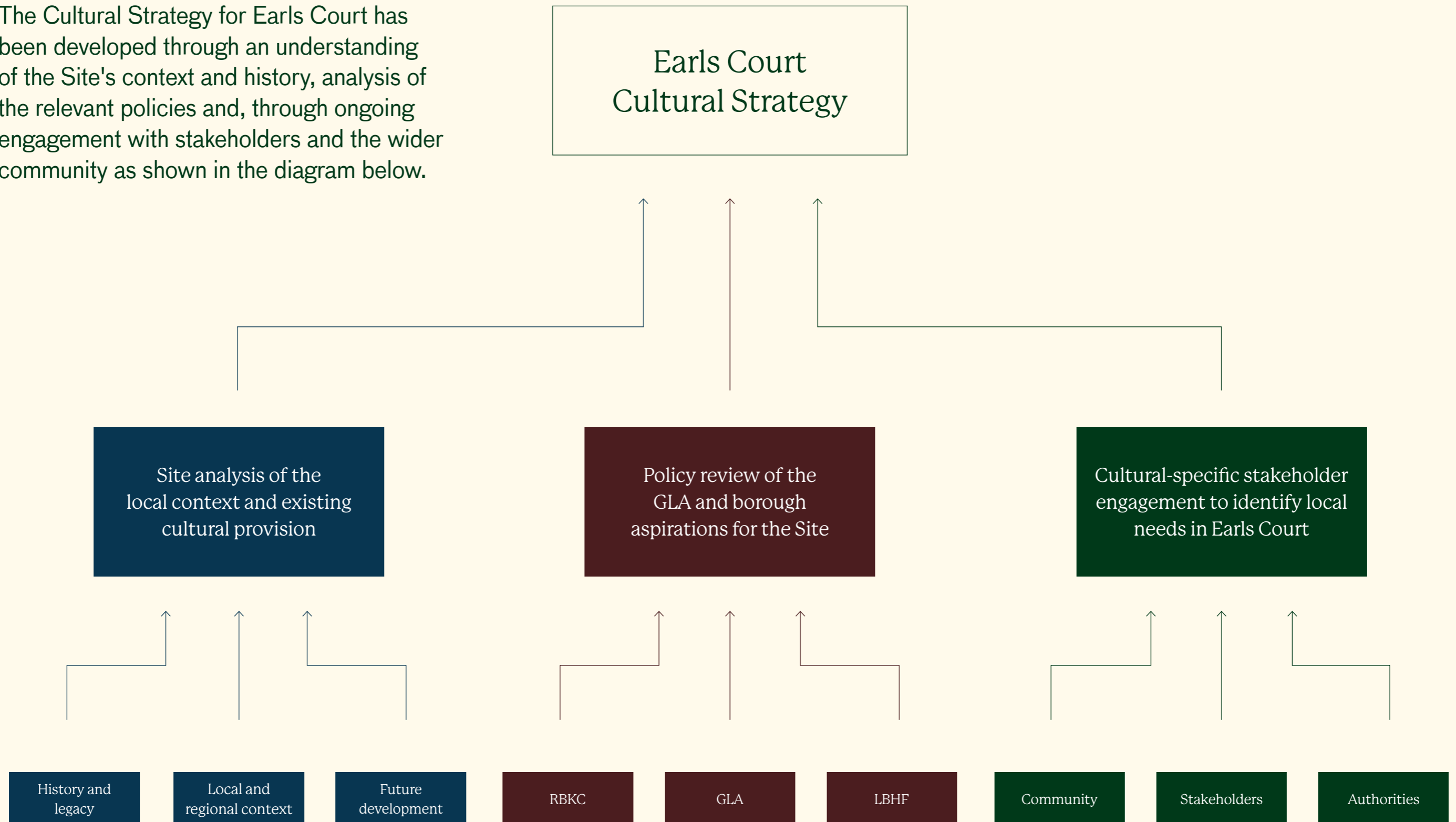


# 6.0 Cultural Strategy

How we plan to make Earls Court a dynamic destination for high-quality arts and entertainment – extending dwell time and inspiring repeat visits.

# 6.1 Cultural Strategy

The Cultural Strategy for Earls Court has been developed through an understanding of the Site's context and history, analysis of the relevant policies and, through ongoing engagement with stakeholders and the wider community as shown in the diagram below.



## 6.1 Cultural Strategy

### Growing Earls Court as a Cultural Destination

The Cultural Strategy will build on the successes achieved to date in growing culture at Earls Court.

Ongoing support for meanwhile activities will continue to grow culture and as spaces and places are delivered, this will ensure that culture is embedded within the development. The masterplan ensures that culture becomes established within a range of spaces and places and across different forms and mediums. Following these three steps, Earls Court will become a cultural destination.

#### 1. Growing culture from Day 1

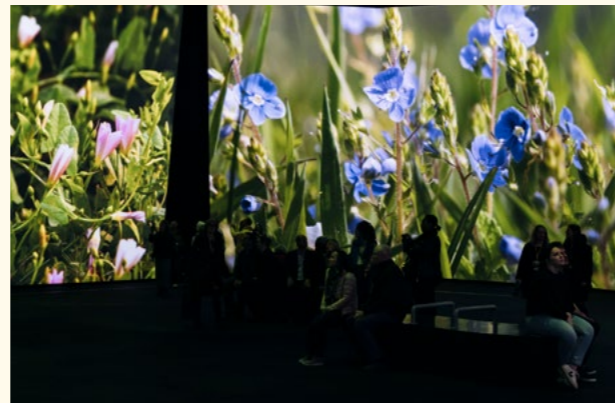
- Support for local/emerging venues
- Support co-production of new venues
- Work with established venues
- Partner with recognised names

#### 2. Embedding culture

- Anchor venue Phase 1 completed
- Placemaking hinges on success of venues and relationship to other uses

#### 3. Establishing culture at Earls Court

- Earls Court known for a set of venues with established and well known operators/local businesses
- Spaces/operators changing and adapting over time
- Great place to visit for a cultural day/evening
- Place to experience wonder of performance



BBC Earth Experience



Visualisation of the West Brompton Crescent cultural venue



Visualisation of the Earls Court Development at night



## 6.2 Growing Culture

Since 2021, ECDC has been working collaboratively with the community to bring back the illustrious history of fun and spectacle associated with Earls Court



## 6.2 Growing Culture

### Opening the Site Up to Temporary Activations

Given the scale and long-term nature of the Earls Court Development, there has been an opportunity to activate the space from the outset. Putting in place a programme of meaningful cultural activations uses has enabled ECDC to establish an identity, activate the Site, trial and test ideas, offer entertainment, provide social impact and economic investment into the local area.

The Site makes a positive contribution towards inclusive growth and the wellbeing of the community, providing a foundation for interim and permanent uses which can be maximised through the phasing strategy and beyond.

Temporary activities enable individuals and organisations to make use of the space in a variety of ways – from artists studios to retail units and charitable operations all the way to world premier events. Each activity adds to the evolving understanding of the local area and the character of the future Earls Court Development.



City beach at London Wonderground

The current activations focus on providing and delivering beneficial activities to the local community, encouraging access to open spaces, promoting engagement while offering opportunities for creativity, social impact, well-being development and skills enhancement.

During the development's phased delivery, new opportunities will arise to further support this focus, further embedding the Site and its activities into the existing area at the same time as creating a receptive environment for new communities.





# 6.2 Growing Culture



West Kensington

Earl's Court

West Brompton

The Lost Estate



Community Hub



BBC Earth Experience



Artists in Residence Programme

12 artists over 3 years



Empress Space Public realm



Lillie Road

Lillie Road pop-up shop  
Lillie Road gallery  
Lillie Road restaurants and retailers



20 Things in Earl's Court

Part of the London Design Festival 2022



Empress Studio creative workspace  
46 creative studios



Padel Social Club



Warwick Road Apron

Our centre for outdoor public art – 4 major installations to date



## 6.2 Growing Culture

Since 2020, ECDC has been based on Site enabling the project team to get to know the local community – to understand aspirations and priorities for the short and longer-term.

Through extensive outreach and engagement, the desire to see something happen on Site became clear, influencing the activation strategy with spaces such as the Community Hub, Empress Place and Empress Space providing facilities and support for local communities.

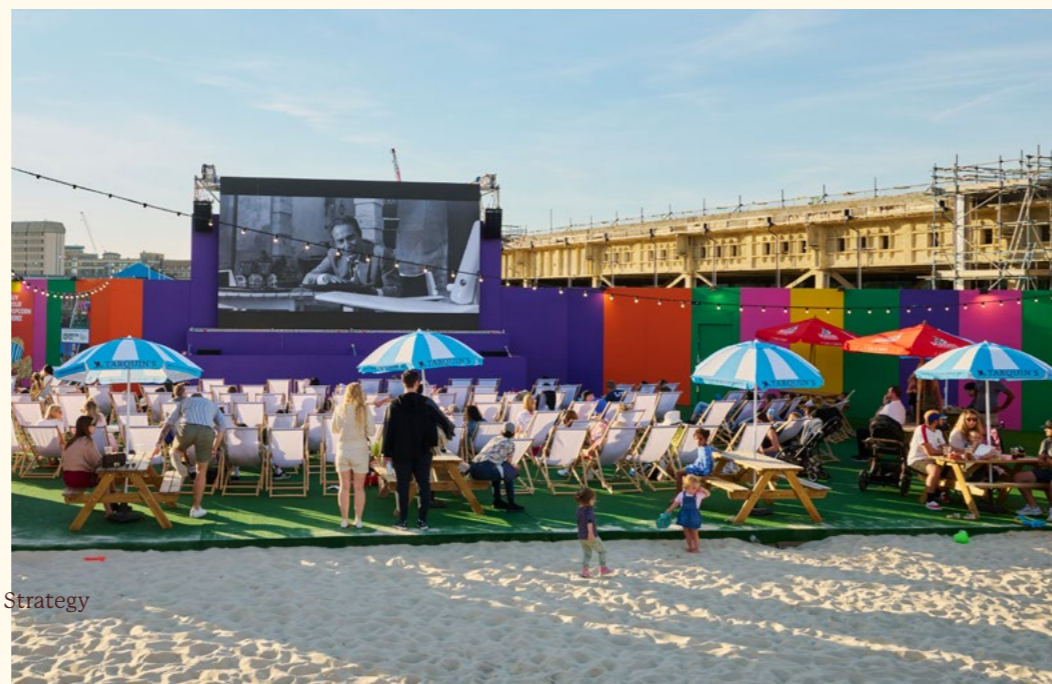
### Underbelly Festival and Training Academy

Over two consecutive summers in 2021 and 2022, in partnership with Underbelly, ECDC organised London Wonderground and Underbelly at Earls Court, attracting over 160,000 visitors. Together with the Lyric Hammersmith, the Underbelly Training Academy was created, a skills and work experience programme which recruited three local young people for a training course in event production and management, and offered real-time experience on the Site.

Images from Underbelly Festival



160,000 visitors  
over 2 summer seasons



## 6.2 Growing Culture



Inside the BBC Earth Experience

### BBC Earth Experience

This global first immersive experience opened in March 2023 at the Daikin Centre, a pop-up, demountable venue within the new Empress Space area access from Empress Place.

This groundbreaking attraction offered visitors the chance to experience the diversity of the seven unique continents via a fully immersed experience showcasing footage and extended scenes. It has garnered over 375,000 visitors during its 10-month-long run.

**375,000 visitors**  
during 10-month run



## 6.2 Growing Culture



The Great Christmas Feast performance

### The Lost Estate

In July 2022, The Lost Estate opened at the former Mannequin Factory, transforming it into an immersive entertainment and dining destination.

This visionary theatre experience combines immersive sets, outstanding theatrical performances, and themed food and drinks to tell captivating stories.

Since its opening, The Lost Estate has welcomed over 55,000 visitors. As of March 2024, The Lost Estate has hosted the Sherlock Holmes Experience, featuring a meticulously crafted world reminiscent of 221B Baker Street.

Between October 2022 and November 2023, The Lost Estate provides work experience opportunities for the local community as their shows are all home grown with the set, sound and lighting design, menu creation and cooking, and productions are all created within the same space.

**55,000 visitors**  
across three different shows



## 6.2 Growing Culture

### Padel Social Club

Empress Space is now home to London's first Padel Social Club reimagining the latest UK sporting trend, and the courts are just the beginning. Embracing the vibrancy of the Mexican sport, the social club is channeling that same electrifying energy into the community.

Padel is more than just a game. The five courts sit alongside the bar and social areas, igniting players, coaches, and spectators' love for the sport.



Padel courts and facilities on Site



## 6.2 Growing Culture



Deborah Bowness



Kimberley Gundle



Sol Golden Sato

## Artist in Residence Programme

ECDC initiated an Artist in Residence programme in collaboration with the National Portrait Gallery in January 2023. This three-year endeavour engages 12 selected artists working with the local community to create portraits and community arts projects.

The programme garnered over 200 applications, with a panel of judges including both borough leads for art, Richard Ikhide from the Royal Drawing School, and acclaimed contemporary artist Marc Quinn selecting the final artists.



## 6.2 Growing Culture

### Empress Studios

Empress Studios opened in March 2022 in partnership with This is Projekt, transforming six derelict Victorian townhouses on Empress Place into a vibrant community hub comprising 46 affordable creative studios. Occupied by photographers, fashion designers, potters, podcasters, and musicians, these studios serve as a dynamic space for artistic expression. Additionally, one studio is specifically equipped as a podcast space for the community to use.



Artist Annie Trevoraha, tenant at Empress Studios



Photographer Magda Kuca, tenant at Empress Studios



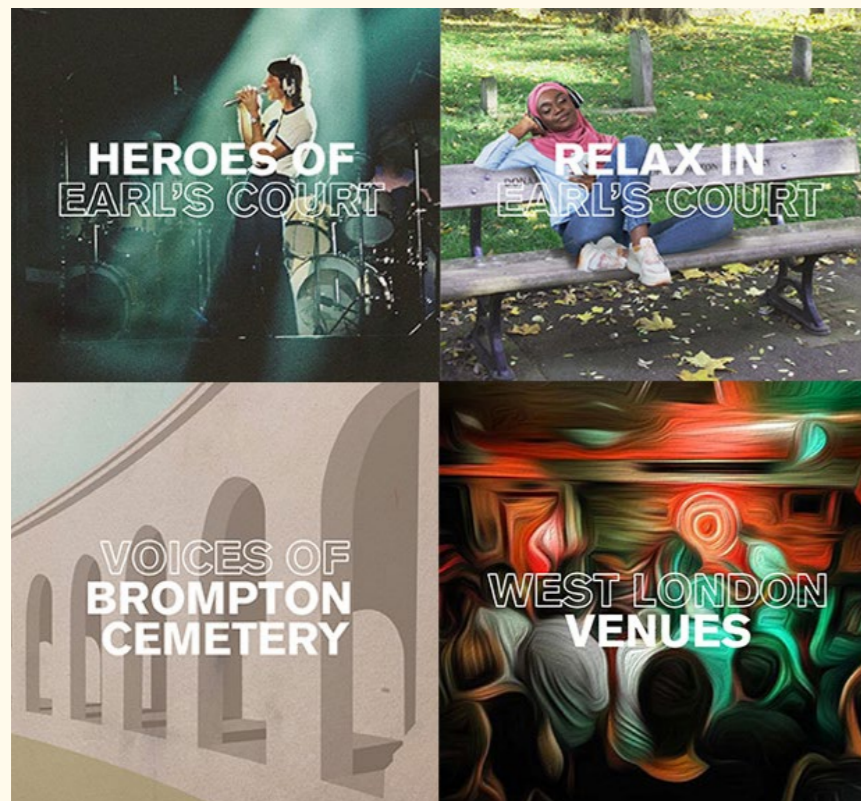
Ceramist Nur Ozersay, tenant at Empress Studios



## 6.2 Growing Culture

### Themed Playlists

Music is being brought back to Earls Court with a focus on reintroducing and celebrating Earls Court's unique musical heritage. Our playlists, such as 'Local Listens' and West London Venues' have been curated to honour the area's creative legacy, provide insights into the Earls Court's musical history. By celebrating Earls Court's musical past, the aim is to pave the way for its musical future.



Playlist covers designed by Sound Diplomacy

### Living Wall Hoardings

The hoardings highlight Earls Court's unique ties to renowned writers, musicians, actors and creativity.

These living green hoardings, located opposite West Brompton station on Old Brompton Rd, were created in collaboration with Earls Court Youth Club, the National Portrait Gallery, and Global Street Art to revitalise the area with life and wonder.



Living wall hoardings on Old Brompton Road



Living wall hoardings on Old Brompton Road







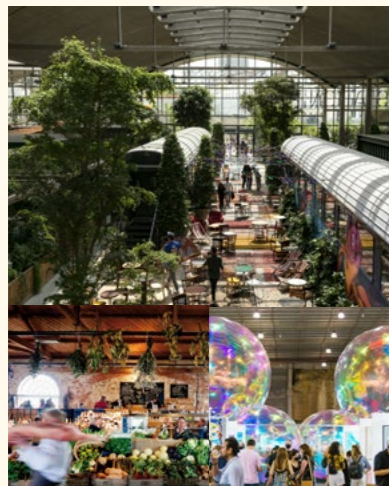
## 6.3 Embedding Culture



## 6.3 Embedding Culture

# A Cultural Ecosystem for the Future of Talent

The four cultural hubs of the masterplan and their key characteristics are set out below:



### Lillie Sidings: Test bed for experimental culture

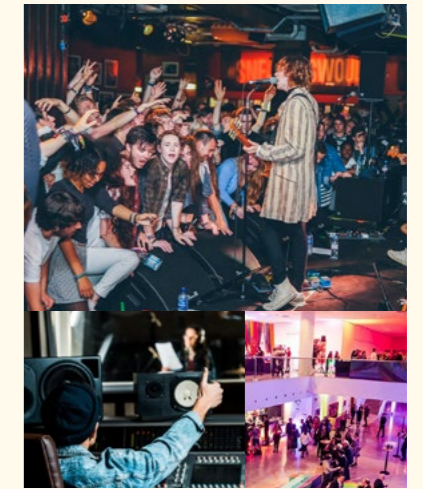
- Immersive performance, digital art, fashion and training
- Opportunities for a food destination alongside cultural events inside the train shed
- Lillie Sidings Square can host performance, events and cultural installations

### Empress Place: A showcase for culture and innovation

- A destination 3,500 sq m flexible venue with entrances from Empress Place and the Table
- Flexible spaces to navigate the level changes and create a dynamic showcase of culture on multiple planes
- Working with climate tech start-ups and future occupiers to tap into talent and training at Empress Place

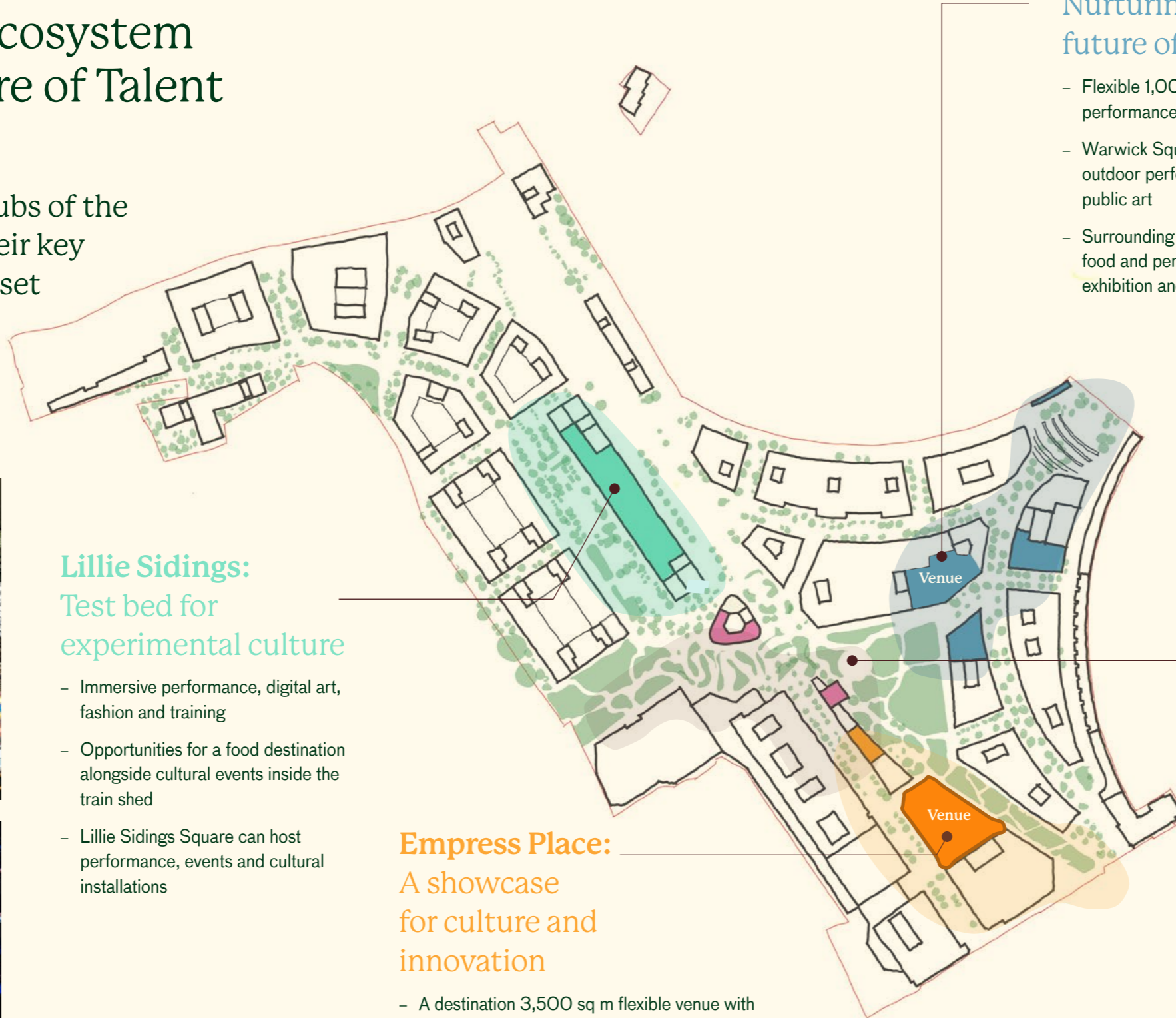
### West Brompton Crescent: Nurturing the future of talent

- Flexible 1,000 sq m venue for performance and music
- Warwick Square allows for outdoor performance and public art
- Surrounding spaces allow for food and performance venues, exhibition and rehearsal



### Exhibition Gardens: Celebrating nature and public art

- 10 acres of public space provides the canvas for celebrating culture throughout the day, night and seasons
- Outdoor space is used to create flexible platforms to host light and art installations, music festivals, winter markets
- Showcase for culture and history at Earls Court



## 6.3 Embedding Culture

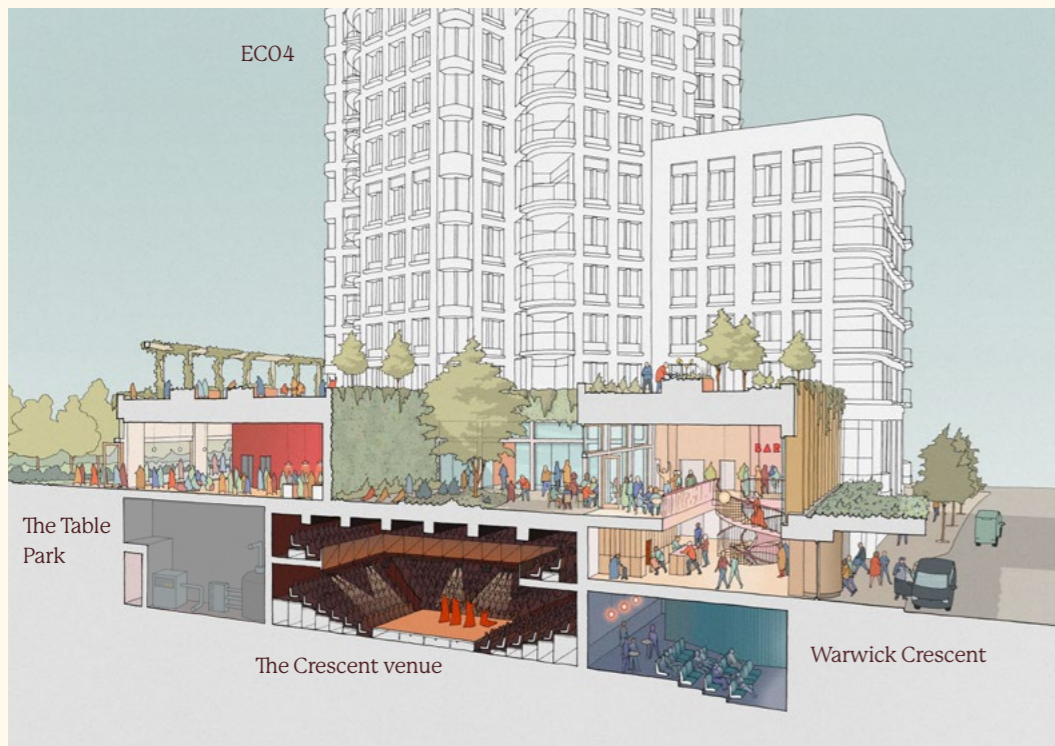
### Creative Clusters Form an Ecosystem of Culture



## 6.4 Cultural Clusters

### West Brompton Crescent

A flexible venue will be located within ECO4 with a principal entrance from the Table Park. The nature of the venue will be flexible to allow for music, theatre, and other uses. Dedicated servicing is provided via St Cuthbert's Lane and within the basement which will ensure that the facades of the building can be active and animated.



Sectional perspective drawing through ECO4 showing location of West Brompton Crescent venue



Axonometric drawing showing the ecosystem of cultural venues



## 6.4 Cultural Clusters

### West Brompton Crescent

One larger venue up to 1,000 sq m, that can accommodate approximately 750 people standing, is located within ECO4 and will be provided within the first phase. This will be complemented by other potential venues, cafes or restaurants in the adjacent plots.



Visualisation of the West Brompton Crescent venue as a music event  
Approximately 750 people standing



Key plan of the West Brompton Crescent cluster of venues



Dinner club as a flexible use within adjacent spaces

1 large venue

1,000 sq m GEA

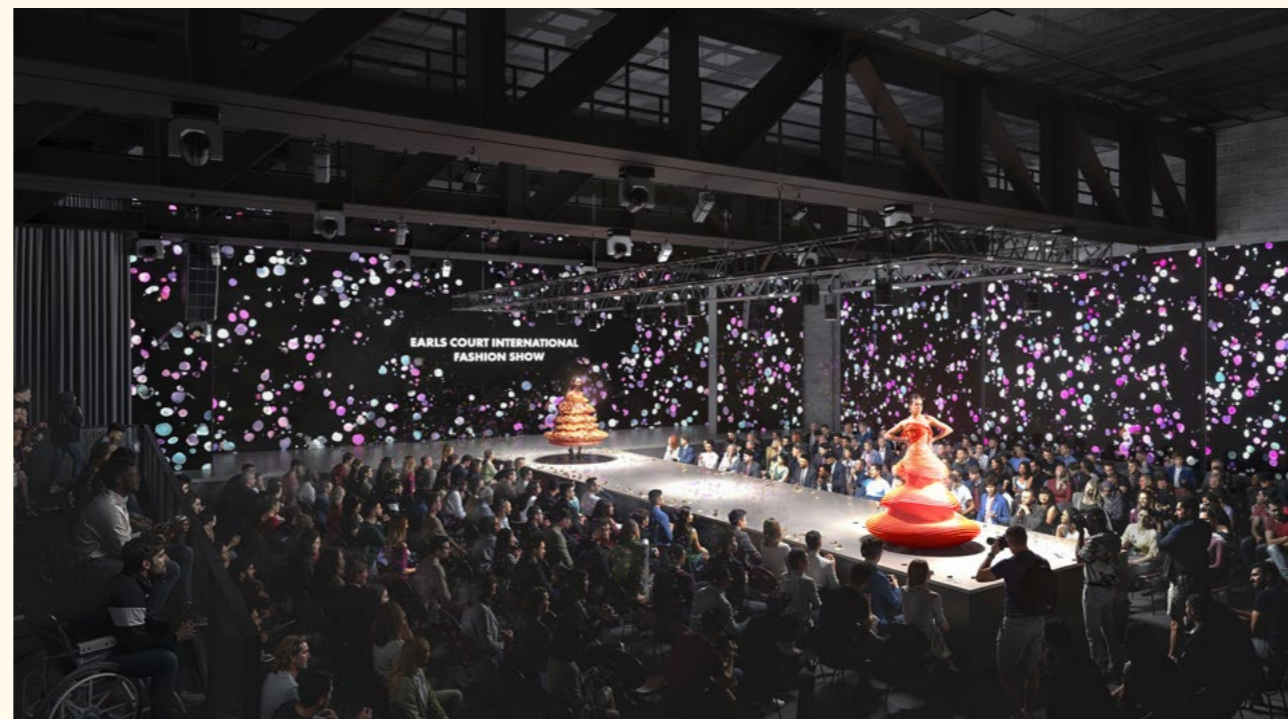
incl. food, beverage and back of house

Approximately 750

people standing

Approximately 400

people seated



Visualisation of the West Brompton Crescent venue as a fashion event  
Approximately 400 people seated



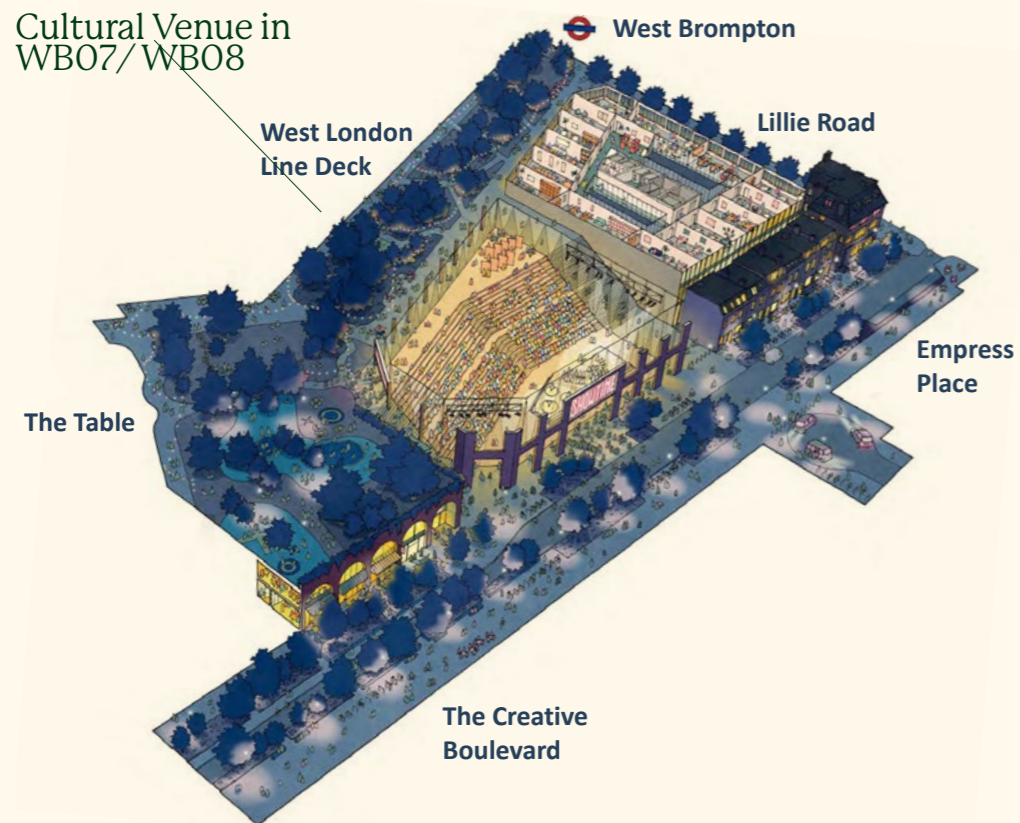
Pop-up gallery as part of the cultural cluster



## 6.4 Cultural Clusters

### Empress Place

A destination for creative innovation



Cultural venue on Empress Place



Eye level view of proposed Empress Place cultural venue from the Table Park



## 6.4 Cultural Clusters

### Empress Place

A larger venue of up to 3,500 sq m is proposed within plot WB07/ WB08. This venue has potential frontage addressing Empress Place and the Table Park at different levels. This building is also proposed to have roof terrace access for the public, providing additional amenity. Servicing is via the basement ensuring that all facades are able to be active and animated.



Visualisation of the Empress Place venue as a flexible auditorium  
Approximately 400 people seated



Key plan of the Empress Place cluster of venues



Showcase for commercial occupiers

### 1 large venue

3,500 sq m GEA

incl. food, beverage and back of house

Approximately 1,000  
people standing

Approximately 600  
people seated



Visualisation of the Empress Place venue as a performance space  
Approximately 600 people seated



Co-working culture for start ups



## 6.4 Cultural Clusters

### Lillie Sidings

The existing train shed will be reimagined as a destination dining venue or food hall combined with a flexible events and performance space that will anchor this part of the scheme. The rail heritage will be celebrated within both the retained building and in the public realm which will play host to a range of pop-ups, events and activations to animate Lillie Sidings square.

1 large venue

2,000 sq m GEA  
incl. food, beverage and back of house

900 approx. standing

500 approx. seated



Illustrative image of the train shed used for a music performance and food hall



Spark the Light, Melbourne



Key plan of Lillie Sidings venue



Visualisation of Lillie Sidings Square



Visualisation of train shed repurposed as a flexible cultural venue





## 6.4 Cultural Clusters

### Exhibition Gardens

Showcasing nature and public art at Earls Court, a series of landscaped spaces within the Exhibition Gardens will be able to host flexible events, activations and experiences throughout the year.

3 acres  
of public squares

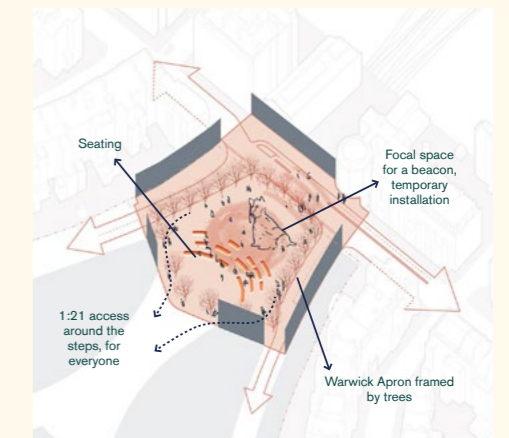
10 acres  
of Exhibitions Gardens which include the Table Park, Aisgill Gardens, the Cascades, Warwick Square, Lillie Sidings Square, the Bioline and West Brompton Square.



Visualisation of film night in the Table Park



Key plan of public spaces



Concept image of Warwick Square



Visualisation of Warwick Square



Visualisation of the Table Park



Visualisation of the Cascades



Visualisation of Lillie Sidings Square



## 6.5 Establishing Culture

To foster a thriving and self-sustaining cultural ecosystem, we will support culture makers, artists and creatives to come to Earls Court to experiment and innovate.

Creating a successful ecosystem will involve the development of dedicated spaces; diverse, inclusive and accessible programming opportunities; and opportunities for ideas to flourish.



## 6.5 Establishing Culture

Embedding culture as part of Earls Court has been a focus from the outset, with a dynamic and engaging early activation programme.

The future of culture and creativity at Earls Court will include:

- Celebrating the musical heritage through establishing fixed and pop-up venues
- Developing a cultural heritage trail to curate a journey through the rich history of Earls Court
- Curating and masterplanning a night time economy to support the wider cultural offer
- Exploring the potential use of technology to provide innovative experiences for visitors



Mural on Warwick Road Apron as part of Kensington & Chelsea Art Week



Artist Menzer Hajiyeva, a tenant in Empress Studios

- Developing partnerships with cultural institutions, heritage organisations and local businesses to showcase the cultural diversity and opportunity at Earls Court
- Using branding, marketing and wayfinding to promote Earls Court as a cultural destination from meanwhile through to occupation

- Creating affordable and flexible workspaces and retail spaces to foster the development of the Earls Court creative ecosystem
- Establishing a programme of public art, building on the inspirational public art within the meanwhile programme. Bringing people to site, engaging residents, workers and visitors and creating bright and playful areas for people to enjoy



An aerial night view of the Earls Court residential development. The image shows several modern high-rise apartment buildings with balconies and large windows, some of which are illuminated from within. In the center is a large, lush green courtyard with a variety of trees, including flowering trees, and a paved walkway. People are seen walking and sitting on the grass in the courtyard. The overall atmosphere is vibrant and modern.

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# Our Commitment

The  
Earls Court  
Development  
Company

## Conclusion

### The Commitment

The Cultural Strategy embodies the project vision and place pillars. It has evolved through research, analysis and consultation to shape the ambition for the site. The strategy will be implemented by:

- Continuing to champion meanwhile uses that add to the cultural landscape within West London including:
  - Repurposing the BBC Earth Experience temporary building to deliver a new performance-based experience that will open in the autumn of 2024
  - Retaining the 46 creative studios in Empress Place until the phasing plan requires them to vacate to enable the masterplan to be brought forward
  - Supporting art through the Artist in Residence programme up until December 2025
  - Continue to bring forward new creative hoardings around the Site at its edges
- Bringing forward the proposed cultural venues in Empress Place and West Brompton Crescent as part of the S106 obligations for the Site and in addition, bringing forward the Lillie Sidings cultural venue as a flexible multi-purpose venue to create an arts and food destination
- Bringing forward the 1,000 sq m venue in West Brompton Crescent in the first phase of development as a flexible venue to support a range of cultural uses
- Continuing to engage with small and large operators across the cultural sphere including public and private entities to further develop the cultural strategy
- Working with the local authorities, the GLA and other local stakeholders to ensure the cultural offer at Earls Court complements the existing provision within West London
- Bringing forward a mixed-use development with an active and vibrant ground floor that has a range of retail, leisure, cultural, food and beverage uses that will support the creation of a destination at Earls Court





# Appendices

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- ECDC Earls Court Progress Update, November 2023
- RBKC Earl's Court Opportunity Area Placemaking Framework, Supplementary Planning Document, April 2023
- Earls Court, A Vision for Delivering Wonder, Emerging Cultural Strategy, Pre Application Meeting, October 17th 2023
- Earls Court Emerging Retail Strategy, October 2023
- JLL, Earls Court Experience Strategy, January 2024
- Earls Court Commercial Strategy Pre-app, October 2023
- ECDC, November Masterplan Brochure, Our plan to bring the wonder back to Earls Court, November 2023
- ECDC, Updated November Masterplan Brochure, March 2024
- ECDC Meanwhile Deck, Incubating culture, creativity & collaborations from day one...
- ECDC Site and context, a wonderful challenge



# Culture at Earls Court

## Testing RBKC Cultural Scenarios

### Scenario 1:

#### Museum colocated with Performing Arts

- Primarily a daytime offer for local and London-based audiences, as well as domestic and international tourists
- Ideally combined with performing arts or music to attract an evening audience
- Museums have potential to animate outdoor spaces and connect outdoor to indoor spaces
- Activities and events for and with local people;
  - family art workshops
  - co-curated exhibitions with local groups
  - exploring contemporary art
  - celebrating heritage in the borough
  - addressing issues such as climate change
- A new museum could work with local schools
- Host specialist training and opportunities for local artists and creative practitioners

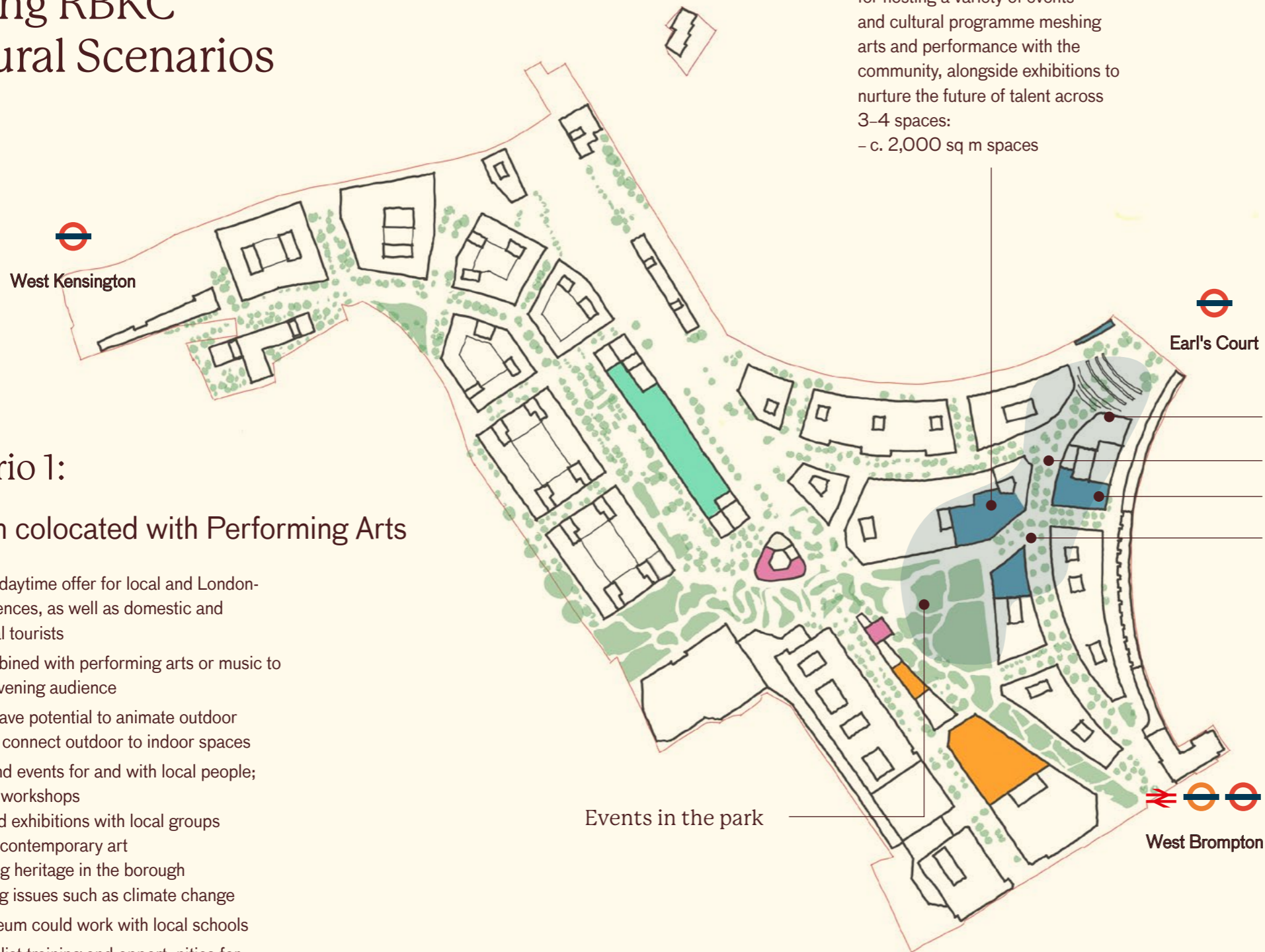
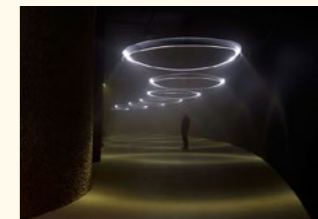
### West Brompton Crescent

Provides a series of flexible spaces and spaces connecting to Warwick Sq. and Earls Court Stn. and linked by public realm. Potential for hosting a variety of events and cultural programme meshing arts and performance with the community, alongside exhibitions to nurture the future of talent across 3-4 spaces:

- c. 2,000 sq m spaces

### Typology Precedent

- Curve, Barbican
  - 90m long gallery space for immersive and intimate exhibitions
- Fabra I Coats, Barcelona
  - A contemporary arts creation centre
  - Workspace and resources to cater for the creation, production, research, investigation and celebration of the arts



- Museum or specialist store
- Flexible music and arts space
- Performing arts rehearsal spaces
- Museum, exhibition, performance space

### Look & feel





# Culture at Earls Court

## Testing RBKC Cultural Scenarios

### Scenario 2

#### Centre for the Performing Arts

- A production and rehearsal facility for a major music organisation
- To bring cultural prestige and international profile
- Attract professional performers
- Aspects of operations visible to casual audience
- Programmes including open rehearsals or lunchtime concerts
- Engage local schools and people living or working nearby
- A programme of new and cutting-edge performance that attracts audiences from across London
- A strong programme of live streaming and digital content to people from across the UK and globally

#### Empress Place

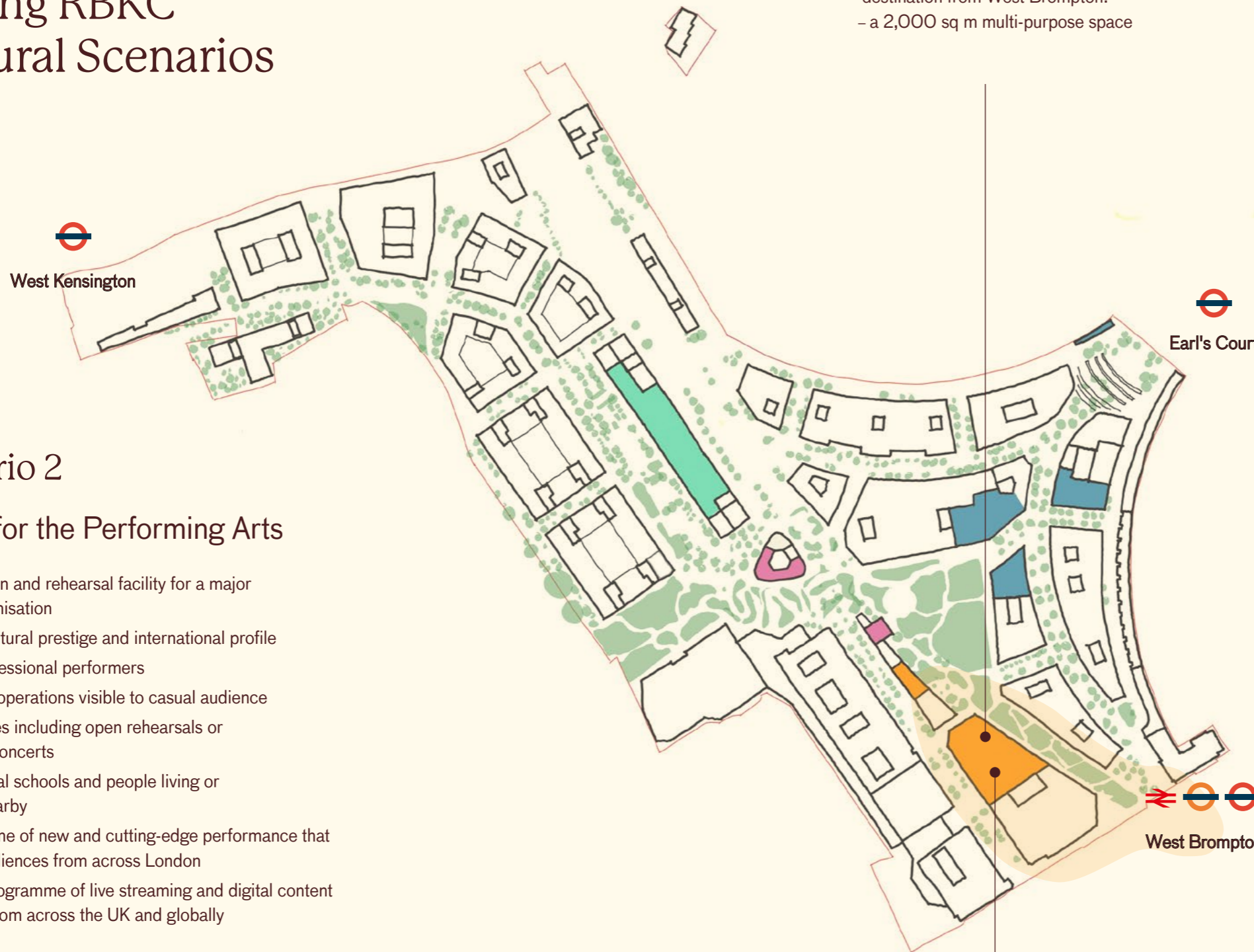
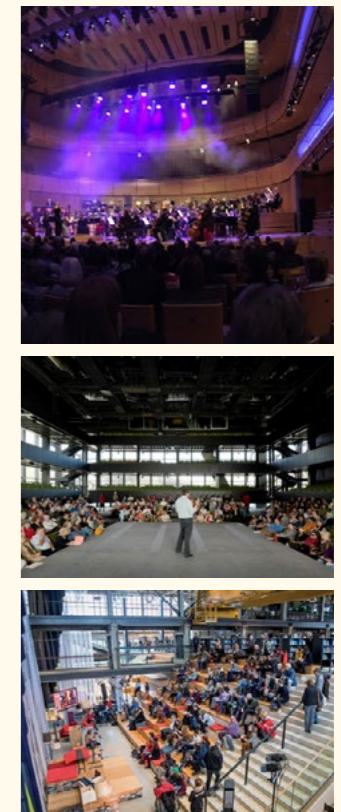
Offers potential to host a Centre for the Performing Arts with a flexible multi-purpose space which sits across multiple levels and provides a destination from West Brompton:  
 - a 2,000 sq m multi-purpose space

#### Area/Capacity Precedent

Sage, Gateshead  
 - Main Venue Seats 1,650p  
 - A smaller venue within e.g. 200 capacity space  
 - Rehearsal/recording rms  
 - Creative co-working offices and artist studios

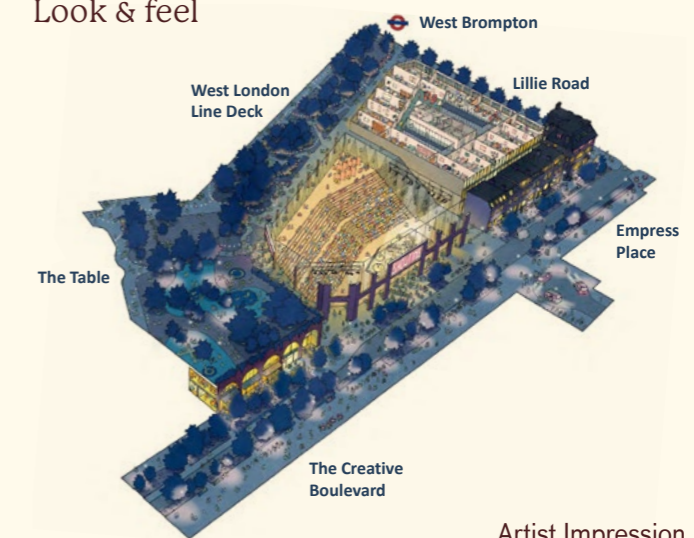
Wyly Theatre, USA  
 - Seated 575p  
 - Standing 800p  
 - Area c. 2,800 sq m (2 fl.)  
 - BOH & Cafe: 2,516 sq m

LoHal, Tilburg NL  
 - Seated 116p  
 - Gallery c. 390 sq m  
 - Tribunes c. 700 sq m  
 - Area c. 5,400 sq m



Centre for the Performing Arts

#### Look & feel



Artist Impression



# Culture at Earls Court

## Testing RBKC Cultural Scenarios

### Scenario 3

#### A multi-purpose space

- Combines performances across a multitude of platforms within a diverse programme, including:
  - music
  - theatre
  - comedy
  - spoken word
  - lectures
  - digital performance
  - immersive theatre and art
- Hosting events primarily in the evening, with potential for some daytime activity, such as corporate hire
- An adjacent semi-independent restaurant and bar would provide a place for local people to meet during the day

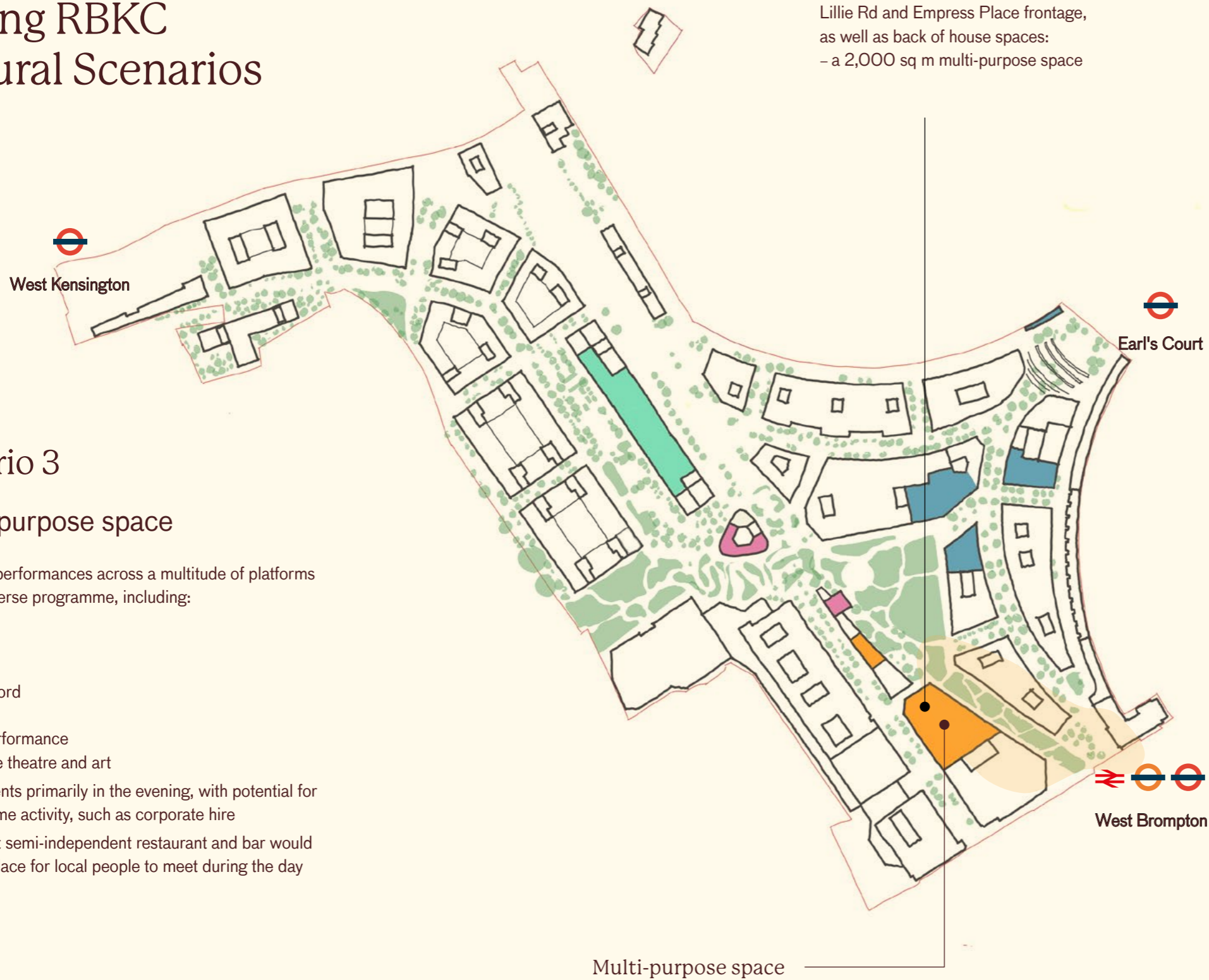
#### Empress Place

Offers the potential for a world class multi-purpose venue to host events within a multi-storey space. Includes venue space and front of house, with Lillie Rd and Empress Place frontage, as well as back of house spaces:

- a 2,000 sq m multi-purpose space

#### Area/Capacity Precedent

- Kings Place
  - Seated 400p
  - Area c. 5,000 sq m
  - Restaurant c. 760 sq m
  - Exhibition c. 225 sq m
- Southbank Centre
  - Royal Event Hall Seated 2,500p
  - Smaller more intimate event spaces, alongside front of house and back of house
- Wyly Theatre, USA
  - Seated 575p
  - Standing 800p
  - Area c. 2,800 sq m - 2 storeys
  - BOH & Cafe c. 2,516 sq m



#### Look & feel



# Culture at Earls Court

## Testing RBKC Cultural Scenarios

### Scenario 4: Creative Hub or Cultural Campus

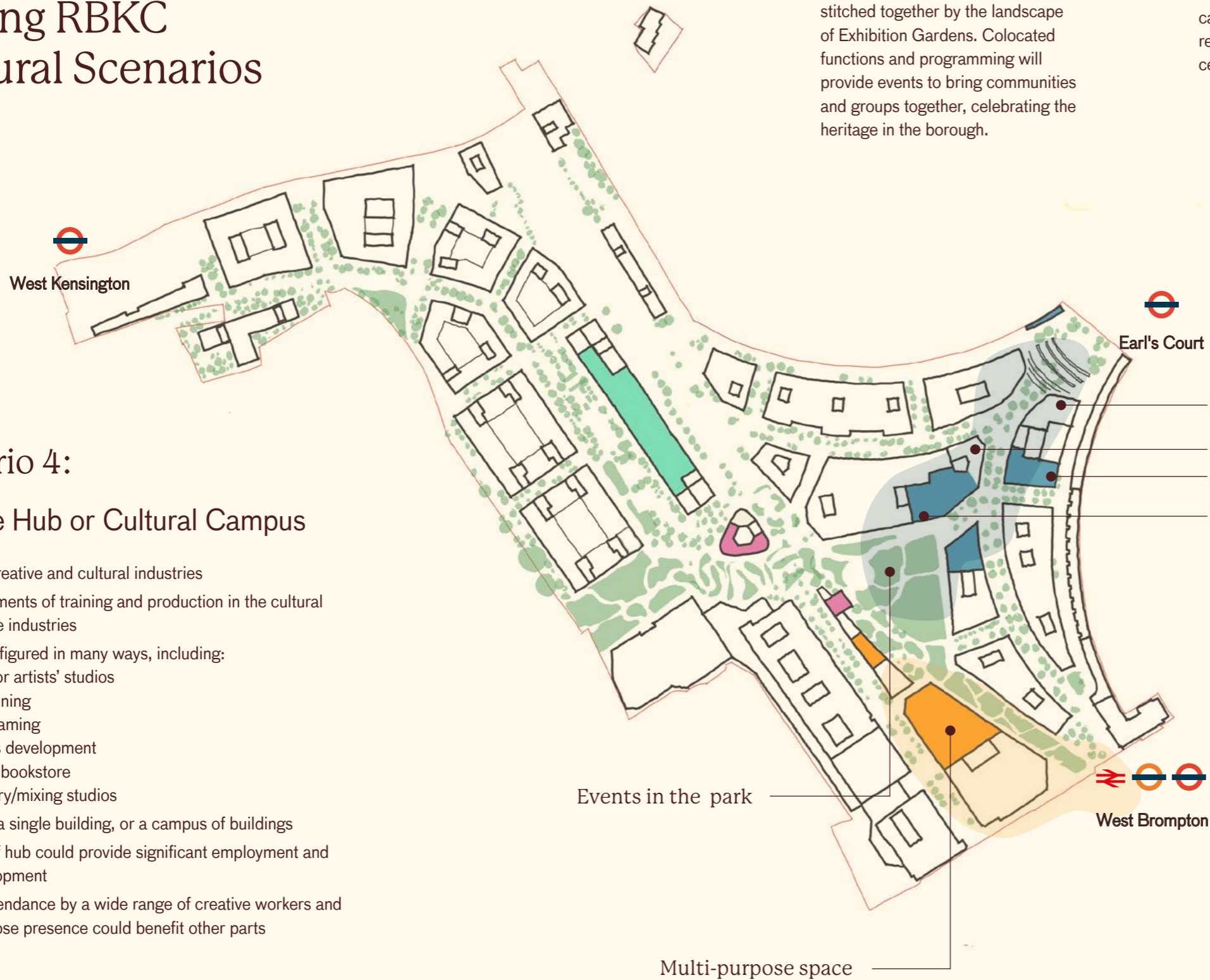
- A hub for creative and cultural industries
- Include elements of training and production in the cultural and creative industries
- Can be configured in many ways, including:
  - a space for artists' studios
  - dance training
  - esports/gaming
  - youth-arts development
  - specialist bookstore
  - vinyl library/mixing studios
- It could be a single building, or a campus of buildings
- This type of hub could provide significant employment and skills development
- Regular attendance by a wide range of creative workers and makers whose presence could benefit other parts of the site

### Spaces stitched by Landscape

Throughout the masterplan, there are a series of spaces of varying size, scale and orientation to create an ecosystem of cultural offer, stitched together by the landscape of Exhibition Gardens. Colocated functions and programming will provide events to bring communities and groups together, celebrating the heritage in the borough.

### Typology Precedent

- Fabra I Coats, Barcelona
- A contemporary arts creation centre
  - Workspace and resources to cater for the creation, production, research, investigation and celebration of the arts



- Maker spaces and specialist store
- Flexible music and arts spaces
- Performing arts rehearsal spaces
- Exhibition, performance and training space

### Look & feel





Thank you

ECDC/Sound Diplomacy  
EC.PA.31  
July 2024

**The  
Earls Court  
Development  
Company**