



Community and Wellbeing Scrutiny Committee

Wednesday 21 November 2018 at 6.00 pm
Members Suite - 4th Floor, Brent Civic Centre,
Engineers Way, Wembley, HA9 0FJ

Membership:

Members

Councillors:

Ketan Sheth (Chair)
Colwill (Vice-Chair)
Afzal
Conneely
Hector
Knight
Shahzad
Thakkar

Substitute Members

Councillors:

S Butt, Gbajumo, Gill, Kabir, Kelcher, Mashari and Nerva

Councillors:

Kansagra and Maurice

Co-opted Members

Helen Askwith, Church of England Schools
Simon Goulden, Jewish Faith Schools
Sayed Jaffar Milani, Muslim Faith Schools
Iram Yaqub, Parent Governor Representative (Primary)
Alloysius Frederick, Roman Catholic Diocese Schools

Observers

Ms Sotira Michael, Brent Teachers' Association
Lesley Gouldbourne, Brent Teachers' Association
Jean Roberts, Brent Teachers' Association
Samira Monteleone, Brent Youth Parliament
Aleena Majeed, Brent Youth Parliament
Hemal Gor, Brent Youth Parliament
Sara Bokrugji, Brent Youth Parliament

For further information contact: Nikolay Manov, Governance Officer
Tel: 020 8937 1348; Email: nikolay.manov@brent.gov.uk

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The press and public are welcome to attend this meeting

Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect of expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences**- Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
 - To which you are appointed by the council;
 - which exercises functions of a public nature;
 - which is directed is to charitable purposes;
 - whose principal purposes include the influence of public opinion or policy (including a political party or trade union).

- (b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest

Agenda

Introductions, if appropriate.

| Item | Page |
|--|---------|
| 1 Apologies for absence and clarification of alternate members | |
| Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting in accordance with Standing Order 64. | |
| 2 Declarations of interests | |
| Members are invited to declare at this stage of the meeting, any relevant disclosable pecuniary or personal interests in the items on this agenda. | |
| 3 Deputations (if any) | |
| To hear any deputations received from members of the public in accordance with Standing Order 67. | |
| 4 Minutes of the previous meeting | 1 - 10 |
| To approve, as a correct record, the minutes of the previous meeting held on Monday 8 October 2018. | |
| 5 Matters arising (if any) | |
| 6 London Borough of Culture 2020 Programme | 11 - 26 |
| To receive a report outlining the vision and strategic objectives for the London Borough of Culture 2020. | |
| The report also provides an opportunity for the Scrutiny Committee to review progress on development and implementation of the programme and to consider what its impact will be during 2020 and in the longer term. | |

Wards Affected:
All Wards

Contact Officer:
Lois Stonock, Artistic Director
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Lois.Stonock@brent.gov.uk

7 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: Wednesday 28 November 2018



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.

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Brent

MINUTES OF THE COMMUNITY AND WELLBEING SCRUTINY COMMITTEE Monday 8 October 2018 at 6.00 pm

PRESENT: Councillors Ketan Sheth (Chair), Afzal, Conneely, Hector, Knight, Mashari and Thakkar

Co-opted Members Mr Frederick, Ms Askwith and Mr Goulden

Appointed observer Ms Roberts

Also Present: Councillors Farah, Hylton and M Patel

Absent: Co-opted Members Mr Milani and Ms Yaqub, and Appointed observer Ms Bokrugji

1. **Apologies for absence and clarification of alternate members**

The following apologies for absence were received:

- Councillor Colwill
- Councillor Shahzad
- Lesley Gouldbourne (Appointed observer)
- Ms Sotira Michael (Appointed observer)

2. **Declarations of interests**

Councillor Ketan Sheth declared that he was a lead governor at Central and North West London (CNWL) National Health Service (NHS) Foundation Trust.

3. **Deputations (if any)**

There were no deputations received.

4. **Minutes of the previous meeting**

RESOLVED that the minutes of the previous meeting, held on 10 July 2018, be approved as an accurate record.

5. **Matters arising (if any)**

None.

6. **Brent Local Safeguarding Children Board Annual Report 2017/2018**

Mike Howard (Independent Chair, Brent Local Safeguarding Children Board (LSCB) presented the report which outlined the activities of the Brent LSCB in the period from 1 April 2017 to 31 March 2018. He reminded Members that the LSCB's role was to coordinate and monitor the effectiveness of the services which were

provided to safeguard and promote the welfare of children and young people in the Borough. Mr Howard emphasised that the LSCB did not commission or deliver frontline services and each partner agency maintained their individual accountability as per Section 11 of The Children Act 2004.

Members heard that the LSCB had four priorities for 2017-18 – domestic abuse; neglect; child sexual abuse; and child and parental mental ill health. Throughout the year, the LSCB had carried out a range of activities to address these priorities which had been outlined in Section five of the annual report (pages 26-46 of the Agenda pack). The Board had been successful in involving new partners – four new lay members had been recruited which had improved the LSCB's links with the local community. With various backgrounds, all of them were Brent residents who had an interest in working with children. In addition, the Board's involvement with many of the Borough's schools had been improved. Mr Howard said that he had spoken to 60 senior heads at a development day at Stonebridge Primary School and had addressed a schools' conference earlier in the year. He reported that many schools had participated in a recent Section 11 audit which had enabled them to identify the strengths and weaknesses of their safeguarding arrangements.

Mr Howard expressed concern that the Board had not made sufficient progress in performance management which had been one of the areas identified as requiring improvement during the 2015 Ofsted review of the effectiveness of Brent LSCB. One of the reasons for this was the fact that many agencies had decided not to collect and analyse data due to a lack of resources. Gail Tolley (the Council's Strategic Director of Children and Young People) clarified that this did not mean that data would no longer be available - statutory partners would continue to collect data; however, the challenge would be to combine it together. Overcoming this would require distinct resources to fund a Data Analyst post which had not been found in the budget for the year ahead. This view was supported by Duncan Ambrose (Brent CCG's Assistant Director) who confirmed that while all health providers commissioned by the CCG supplied data, analysing it to understand what the numbers meant in the context of Brent remained challenging.

As far as training was concerned, the LSCB was reviewing its training offer in order to maximise its efficiency. The Board remained keen to deliver multiagency training as it allowed staff from various organisations to understand safeguarding from a collective point of view. Despite the negative effect of staff shortages and budgetary pressures, the LSCB had been able to deliver a very successful training event in January 2018 which had explored themes emerging from serious youth violence. Key highlights of the event were a presentation on contextual safeguarding delivered by Dr Carlene Firmin, Principal Research Fellow at the University of Bedfordshire, and a panel discussion involving Gail Tolley, Andrew Dunne (Deputy Headteacher at Newman Catholic College), representatives of the Police, Red Thread and the local youth community.

Mr Howard directed Members' attention to Section six of the report (pages 47-51 of the Agenda pack) which outlined the future of the LSCB. He explained that following the publication of the 2018 Working Together to Safeguard Children guidance, Brent LSCB had entered a transitional period during which it would carry out all statutory functions until the new safeguarding partner arrangements would begin to operate in Brent. Under the new structure, there would be three statutory partners responsible for safeguarding children – the Local Authority, the Police and

Health, and meetings between Brent Council's Chief Executive, Brent CCG Chief Officer and the Brent Police Borough Commander had already started taking place.

The Members of the Committee welcomed the report and asked questions that related to the difference the Board had made over the last year; issues causing concerns and the Chair's ability to provide robust challenge to partner organisations and safeguarding standards. Mr Howard explained that a key role for the LSCB was to promote awareness of safeguarding and by involving a wider range of partners, it had contributed to creating an environment where agencies could feel that they had the support of the wider safeguarding community. Furthermore, LSCB funding remained a major concern – although Brent had a small budget compared to other London Boroughs such as Bexley and Camden, the Chair expressed confidence that the Board had been efficient in fulfilling its functions. The LSCB had been lobbying the Mayor's Office for Policing and Crime (MOPAC) to increase the Police's contribution but it had not been successful. Nevertheless, Mr Howard said that he had challenged individual partners in cases when he had felt that there were issues. For instance, the engagement of the Community Rehabilitation Company had improved after Mr Howard's intervention. As far as challenging safeguarding standards was concerned, Mr Howard gave operation Encompass as an example and explained that it had taken three years to persuade the Police that the model, originally developed in the London Borough of Wandsworth, would work in Brent. In response to a follow-up question about the effectiveness of operation Encompass in Brent, Mr Howard said that he did not have data that would allow him to benchmark performance against other boroughs, some of which may have introduced the practice much earlier than Brent. However, he emphasised that his role as an Independent Chair of the LSCB was to question schools on their actions upon a referral and this would be one of the topics discussed at the LSCB meeting in December 2018.

The Committee questioned the LSCB's effectiveness in addressing the recent Care Quality Commission (CQC) report on London North West University Healthcare National Health Service Trust published in August 2018; tackling child sexual exploitation (CSE); and measuring the long-term impact of its initiatives. Mr Howard said that he had had conversations with Mr Ambrose and Dr Arlene Boroda, Designated Doctor for Safeguarding Children at Brent CCG, and that he would be meeting Carol Ann Williams, Head of Safeguarding at the Trust to discuss the paper. Mr Howard noted that the findings of the report had also been raised at a recent meeting of Brent Children's Trust. He informed Members that once he had held meetings with stakeholders, he would brief Gail Tolley and they would decide on a joint approach to the Trust to ensure that the findings that relate to children services and maternity services would be addressed properly.

In relation to CSE, the Committee heard that the Board had raised awareness through a number of initiatives, including a Section 11 audit. He acknowledged that although it was difficult to quantify results and measure long-term impact, the number of referrals to the Brent Family Front Door (BFFD) and police enquiries and investigations could be an indicator of the effectiveness of the Board. Councillor Mili Patel (Lead Member for Children's Safeguarding, Early Help and Social Care) commented on Children, Young People and Contextual Safeguarding Task Group scoping paper included in the agenda for the present meeting and encouraged the Task Group to include recommendations related to measuring the long-term impact of the LSCB's initiatives.

Members enquired about the LSCB's work related to gangs, online abuse and radicalisation. Mr Howard said that the role of the Board was to increase awareness of all forms of exploitation. He added that he was confident in the work undertaken by the LSCB as a number of agencies, including children's services, adult social services, community protection and the Police, were members of the Board. In addition, in order to broaden engagement, a Violence, Vulnerability and Exploitation sub-group had been formed following a recent restructure of the LSCB. It would be co-chaired by a lay member who was a Crown Prosecution Service (CPS) and a former Detective Inspector who was currently Head of Safeguarding at Queen's Park Rangers. Nevertheless, Mr Howard emphasised that it would be essential for the three statutory partners under new arrangements to coordinate their work in order to sustain the progress achieved by the Board.

A Member of the Committee asked whether the Independent Chair of the LSCB considered the cuts to funding made as a result of austerity would have an impact on the provision of his independent challenge to the agencies involved in safeguarding children. Mr Howard explained that reducing the funding available to certain organisations and abolishing the statutory nature of LSCBs were decisions made by the government. In his view, an independent oversight would be provided, but it would be the responsibility of the three safeguarding partners to make the new arrangements work. He directed the Committee's attention to section six of the report and said that he had discussed the transitional arrangements with Carolyn Downs (the Council's Chief Executive) and Gail Tolley who had expressed their support for the structure that had been put in place.

In response to a question that related to the introduction of Universal Credit (UC) and its impact on children in Brent, Mr Howard said that the decision to roll UC out had been made by the government and it had not been included in the report as commenting on it was outside of the remit of the LSCB. The Board had acknowledged that children live in poverty (page 17 of the Agenda pack) and the Neglect sub-group would examine any cases referred to the BFFD and assess whether poverty had been a cause of neglect. Furthermore, Gail Tolley explained that the Council rather than the LSCB had a statutory responsibility for the wellbeing of children and noted that not all children who lived in poverty were at risk of harm or abuse.

The Committee enquired about the reasons why a high proportion of training sessions had been cancelled (32.7%). Mr Howard responded that these were outlined on page 33 of the Agenda pack. He added that the Brent LSCB had worked closely with its counterpart in Harrow to try to offset some of the costs associated with running the sessions, but this approach had not delivered the expected results and was being reconsidered. Moreover, there had been changes to the LSCB Training Coordinator role which had been replaced by a Strategic Partnerships Learning and Development Co-ordinator, with the main difference being that the new role was jointly funded by the Community Wellbeing Department, the Children and Young People Department, and the Chief Executive's Department at Brent Council, with the aim to provide a joint approach to the training needs of the LSCB and the Brent Safeguarding Adults Board. In response to a question about overseeing training delivered by other organisations, Mr Howard said that while the LSCB was aware of sessions being offered by partner

organisations, the content of these was often specific to the agency organising the training.

Members directed their attention to the recruitment of lay members and youth engagement in the process. Mr Howard pointed out that young people had not been involved and explained how the four new lay members had been recruited, emphasising the important role they had in engaging with the community. A Member of the Committee raised the lack of engagement with foodbanks as an issue and Gail Tolley responded that this fell outside of the remit of the LSCB as outreach to voluntary sector organisations regarding responses to concerns and Disclosure and Barring Service (DBS) checks was a responsibility of the Council and the Local Authority Designated Officer (LADO) whose work had been complimented by Ofsted during the recent inspection. Gail Tolley assured Members that voluntary organisations, including foodbanks, had been considered and had been made aware of the Council's training offer. She added that if there were any foodbanks that could benefit from safeguarding training, these should contact the LADO.

The Committee scrutinised the Board's finances and enquired how the Board had balanced its budget having in mind that expenditure in 2017/2018 had exceeded funding by over £38,000. Mr Howard explained that the shortfall had been covered by reserves which had been spent. Looking into the future, it would be hard to predict what else, apart from data collection and analysis, the LSCB might not be in position to deliver as this would depend on the safeguarding partners and their budgets for the year ahead.

A specific issue that Members discussed was the lack of engagement and irregular attendance on behalf of the Police. A number of safeguarding leads for Brent had been appointed over the 12 months covered in the report. Turnover had been reduced following the appointment of Det Supt Owain Richards as Head of Safeguarding, but it could become an issue again once the tri-borough policing arrangements came into force. Nevertheless, Mr Howard remained positive that the momentum established by Det Supt Richards would be maintained and continued into the new safeguarding arrangements.

Mr Howard reflected that the Brent LSCB had achieved more than some of the other London Boroughs in relation to preparing for the new safeguarding arrangements. However, he pointed out that the quality of safeguarding would depend on the three statutory partners and their willingness to use the new structure that had been put in place by the Board. Mr Howard emphasised that the only recommendation he would ask the Committee to make was to encourage the Local Authority, the Police, and Health to recognise the importance of using their time and resources to commit staff to safeguarding as the new structure would be effective only if stakeholders gave their time and got involved.

RESOLVED:

- (i) The contents of the Brent Local Safeguarding Children Board Annual Report 2017/2018, be noted;
- (ii) The Scrutiny Committee reiterates that the Local Authority, the Police, and Health recognise the importance of using their time and resources to commit staff to safeguarding children.

Councillor Hylton (in attendance) joined the meeting at 6:10 pm.

Helen Askwith (Co-Opted Member) jointed the meeting at 6:48 pm.

7. Brent Safeguarding Adults Board Annual Report 2017/2018

Michael Preston-Shoot (Independent Chair, Brent Safeguarding Adults Board (SAB)) introduced the report which provided a summary of safeguarding activity carried out by Brent SAB partners across social care, health and criminal justice in response to the priorities of the Board as out in paragraph 3.4 of the cover report (page 54 of the Agenda pack). Mr Preston-Shoot commented on four sections of The Care Act 2014 which were closely related to the functioning of the SAB:

- **Section 42** – Enquiry by local authority – Members heard that the Board had continued to receive data relating to number of notifications made to the Local Authority and it had scrutinised this information against the information available on National Health Service (NHS) Digital. Findings had indicated that performance in the Borough was better than in other areas, but the Board recognised that there were outstanding challenges related to understanding modern slavery, self-neglect and human trafficking. Furthermore, there were ongoing issues raised by family members and partners relating to feedback they had received following a notification. These were often linked to the standards of adult safeguarding in care homes and the Board continued to monitor the situation.
- **Section 43** – Safeguarding Adults Boards – Mr Preston-Shoot reminded Members that it was a duty for the Local Authority to have a Safeguarding Adults Board with three statutory partners being members – the Local Authority, the Police and the Clinical Commissioning Group (CCG). He said that while he did not have concerns about the membership of the Council and the CCG, there had been ongoing issues related to the engagement of the Police. Mr Preston-Shoot informed Members that he had raised these with a number of senior police officers and he had participated in a three-way discussion with Mike Howard (Independent Chair, Brent Local Safeguarding Children Board (LSCB)) and Carolyn Downs (the Council's Chief Executive). Mr Preston-Shoot said that he was hopeful that the situation would improve once the tri-borough policing arrangements came into force. However, while the Board's the engagement of the National Probation Service had been intermittent, the SAB was working well with Trading Standards and the Department for Work Pensions.
- **Section 44** – Safeguarding Adult Reviews – In 2017-2018 the Board had conducted four reviews which examined different cases. A key concern that had been identified related to care settings that had been classified as housing rather than residential or nursing care as there were gaps in the system for protecting adults from risk. Mr Preston-Shoot added that he was also concerned about some local authority and CCG placements, in cases where the host authority had not been notified that it would receive a placement from outside its boundaries.
- **Section 45** – Supply of information – Mr Preston-Shoot noted that the Board had not had to use its powers under Section 45 to demand information from stakeholders. The SAB had been successful in establishing a performance management framework and analysing health performance data from the two NHS Trusts operating the Borough. One of the findings had been that the

Police in Brent had been dealing with more cases of hate crime and mental health crises than in other areas of London.

The Members of the Committee welcomed the report and asked questions that related to the effectiveness of the adult safeguarding system in Brent; the actions that had been taken to highlight the impact of cuts; and the Board's community engagement plan. Mr Preston-Shoot explained that although the operational collaboration in the Borough was good, with the majority of the referrals coming through the Multi Agency Safeguarding Hub (MASH), there were concerns related to frontline police officers' understanding of certain sections of The Mental Capacity Act 2005. These had been addressed by the Independent Chair who had held discussions on ways to strengthen knowledge of statutory areas. Furthermore, joint training sessions had been delivered in collaboration with the CCG and there had been good engagement between the NHS Trusts, the Local Authority, the ambulance trusts and the London Fire Brigade, with the latter offering home visits to elderly residents to conduct fire risk assessments and working closely with the SAB to raise awareness of hoarding and the risks associated with it.

Referring to highlighting the impact of cuts, Mr Preston-Shoot said that he had raised the question of contributions by the Police and the CCG in his capacity of Chair of the London Safeguarding Adults Board with the Mayor's Office for Policing and Crime (MOPAC). Moreover, a meeting with NHS England had been organised to discuss achieving consistency in funding allocations and the London SAB would be making a representation to the Department of Health and Social Care. It was noted that the current budget of the SAB was not sustainable so it would be difficult to fund an increased number of safeguarding adult reviews (the approximate cost of a review was £10,000).

The Committee heard that Brent SAB's community engagement plan had been reconfigured by the Community Engagement and Awareness Sub-Group. The membership of the Sub-Group had been refreshed and a new Chair, representing a third sector organisation, had been elected. Several meetings had taken place and the Sub-Group had devised a strategy of rolling out awareness raising sessions. These would include lunch time discussions and sessions with faith and community groups – in fact, Mr Preston-Shoot said that he had already attended successful events at a carer organisation and a faith organisation which were interested in finding out how they could protect better the members of Brent's diverse community. This led to a question about training of frontline staff and Mr Preston-Shoot reflected on a training session on self-neglect which he had presented and remarked that he had been impressed by understanding of adult safeguarding demonstrated by General Practitioners (GPs). Nevertheless, Mr Preston-Shoot acknowledged that sometimes the Board received a high number of notifications of issues as in certain cases frontline staff had been reluctant to make a referral based on a concern they had. Helen Woodland (the Council's Operational Director of Social Care) emphasised the importance of early referrals to the Adult Safeguarding Team. She added that despite the fact that the Team received a comparable rate of referrals to its counterparts in other local authorities, there had been concerns related to some care homes in the Borough which had not made any referrals and information on these had been passed to the Council's Quality Commissioning Team. Members heard that Mr Preston-Shoot and Ms Woodland had met with the Care Quality Commission (CQC) inspector covering Brent and it

had been decided to establish dedicated meetings to oversee the provision of domiciliary and residential care.

An additional question that was raised as part of the discussion related to the commitment of the Police to the SAB. The Chair of the Committee said that last year he had written a letter to the Deputy Mayor's Office and that he had not been satisfied with the reply he had received. Mr Preston-Shoot added that Mr Howard and he had raised their concerns with Ms Downs who would escalate the issue in her capacity of Chief Executive of the Local Authority if necessary.

The Chair asked Mr Preston-Shoot to comment on the work that would be undertaken by the SAB in relation to the recent report on the London North West Hospital Trust (LNWHT) published by the Care Quality Commission (CQC) in August 2018. Mr Preston-Shoot said that a year ago he had had a telephone conversation with representatives of the Trust and the CCG to discuss some of the concerns the Board and the CCG had had at the time. The SAB monitored the position for approximately four months as requested by the CCG, following which it provided feedback to the CCG and the Trust on good practices and areas that had required improvement. The recent CQC report would be discussed at the next Board meeting which would be attended by representatives of the Trust and the CCG.

In relation to the reason for the high number of safeguarding adult reviews undertaken by the Board over the last year, Mr Preston-Shoot clarified that the reviews covered different types of cases and commented that it was good that the Board received an increased number of referrals. The SAB may also consider conducting proportionate reviews in future if similar cases were referred. However, reviews required a considerable amount of effort to coordinate the work of multiple stakeholders. Nevertheless, he assured Members that the Board would continue to ensure that learning continued to be embedded in practice among agencies. This led to a question about the increased number of concerns that had resulted in enquiries. In the view of Mr Preston-Shoot, the rising figures demonstrated greater awareness of adult safeguarding issues, especially in relation to new forms of abuse such as human trafficking, modern slavery and self-neglect. As the provision of services shrank, the support available to vulnerable adults had been reduced which had led to a situation in which concerns received by the Safeguarding Adults Team were more complex and more acute.

A Member of the Committee referred to the work of the Independent Domestic Violence Advisor (IDVA) based at Brent Civic Centre and shared that the experience of some Councillors had been that staff working in the Customer Service Centre were not aware of the presence of an IDVA and did not make referrals to them. They questioned whether every member of frontline staff had received adult safeguarding training. Ms Woodland responded that training had been offered to all frontline staff, but she would not be able to guarantee that everyone had completed it. Gail Tolley (the Council's Strategic Director of Children and Young People) clarified that the IDVA role was part of the Children and Young People Department and the IDVA had been commended during the recent Ofsted inspection. The Committee noted that a small proportion of cases of domestic violence were referred to the SAB. Mr Preston-Shoot explained that although the Care Act 2014 included domestic violence as a form of abuse adults could experience, it was addressed through the Safer Brent Partnership. He highlighted

that he attended meetings of the Partnership on a regular basis, had delivered a presentation on adult safeguarding and had contributed to discussions when appropriate, providing a point of view focused on safeguarding adults.

RESOLVED:

- (i) The contents of the Brent Safeguarding Adults Board Annual Report 2017/2018, be noted;
- (ii) The Safeguarding Adults Board continues to monitor the standards of safeguarding adults in care settings and pays specific attention to gaps in the system related to unregulated providers which might place adults at risk;
- (iii) The Scrutiny Committees notes the variation in funding provided by Brent Clinical Commissioning Group and the local Trust towards the Safeguarding Adults Board;
- (iv) The Safeguarding Adults Board takes appropriate measures to ensure that all frontline staff working in the Customer Service Centre receive mandatory training on safeguarding adults and The Mental Capacity Act 2005;
- (v) The Safeguarding Adults Board takes appropriate measures to raise awareness about the role of the Independent Domestic Violence Advisor based at Brent Civic Centre; and
- (vi) Brent Council works with Safeguarding Adults Board to provide clear guidance on where the response to domestic violence sits operationally.

Councillor Hylton left the meeting at 7:40 pm.

8. Children, Young People and Contextual Safeguarding Task Group

The Chair introduced the report which recommended Members of the Community and Wellbeing Scrutiny Committee to set up a Task Group to review contextual safeguarding. He referred Members to the Scoping Paper (page 87 of the Agenda pack) which outlined the model of contextual safeguarding as developed by academics.

The Committee noted that the Task Group would be chaired by Councillor Hylton, with Councillors Patterson and Donnelly-Jackson being confirmed as Members.

RESOLVED:

- (i) The contents of the Children, Young People and Contextual Safeguarding Task Group report, be noted;
- (ii) The contents of the Children, Young People and Contextual Safeguarding Task Group report and scoping paper be agreed; and
- (iii) A Task Group with the terms of reference and membership outlined in Appendix A be set up.

Councillor Farah left the meeting at 8:02 pm

9. **Update on the scrutiny work programme**

The Chair informed Members that the communication he had had with Public Health England in relation to cases of measles had been included as an appendix to the report for information (page 105 of the Agenda pack).

He also sought the Committee's agreement to schedule to additional meetings to consider the inspection report published by the Care Quality Commission (CQC) on the London North West Hospitals Trust (LNWHT) and the authority's preparation for being the London Borough of Culture in 2020.

RESOLVED:

- (i) The contents of the Community and Wellbeing Scrutiny Work Programme 2018/2019 Update report, be noted; and
- (ii) The Scrutiny Officer and the Governance Officer, supporting the Committee, be authorised to schedule two additional meetings to discuss the matters raised by the Chair.

10. **Any other urgent business**

None.

The meeting closed at 8.09 pm

COUNCILLOR KETAN SHETH
Chair

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|  <p>Brent</p> | <p>Community and Wellbeing Scrutiny Committee 21 November 2018</p> |
| | <p>Report from the Strategic Director of Community Wellbeing</p> |
| <p>The London Borough of Culture 2020 programme</p> | |

| | |
|-----------------------------------|--|
| Wards Affected: | All |
| Key or Non-Key Decision: | Non-key |
| Open or Part/Fully Exempt: | Open |
| No. of Appendices: | None |
| Background Papers: | None |
| Contact Officer: | Lois Stonock, Artistic Director, Tel: 020 8937 2571 Lois.Stonock@brent.gov.uk |

1.0 Purpose of the Report

1.1 The purpose of this report is for members of the Community and Wellbeing Scrutiny Committee to understand the vision and strategic objectives for 2020; review how the programme will be implemented, and scrutinise what the effects of the London Borough of Culture programme will be during 2020 and in the long-term.

1.2 The programme is still in the development stages and so it is important to highlight that information contained within this report is subject to change.

2.0 Recommendation(s)

2.1 Members of the Community and Wellbeing Scrutiny Committee are asked to note the contents of this report.

3.0 2020 programme

3.1 Background

3.1.1 The London Borough of Culture award is a new initiative by the Mayor of London Sadiq Khan to celebrate the wealth of creativity across every corner of London. Its aim is to put culture at the heart of communities and to shine a light on the character and diversity of London's boroughs and show culture is for everyone.

3.1.2 Brent are the winners of London Borough of Culture (LBOC) for 2020 and were applauded for putting young people at the centre.

3.2 Values and vision for LBOC 2020

3.2.1 The LBOC 2020 project will explore London's longest-running demonstration of diversity and celebrate all that comes from it. We will explore the stories, art and emotions that hold life in Brent together. Working with Vice¹, Zadie Smith and every school and library in the borough we will programme a cultural festival along major high roads and railways lines; compose an anthem for the borough; create a 'Museum of All Brent Life' and an exhibition of sound systems. Our bid has been guided by young people and our programme will give them real power to set a new direction for public investment in art and culture in the borough. The programme marks an inspiring commitment to put culture at the heart of everything we do.

3.2.2 We have developed three core outcomes that will support the changes we want to make.

3.2.3 Young people will be empowered to feel valued in our community.

We want LBOC 2020 to give young people a real say in the decisions that affect them. Success in this regard means establishing useful tools and a sustainable cultural offer that ensure every child in our schools has access to culture in the borough and across London, and that enable young people to see how their voices have an impact on the places in which they live.

3.2.4 The arts will raise ambitions and inspire wonder to bring communities together in new ways.

While we celebrate Brent as one of the most diverse boroughs in London, creating common space and a local identity can be a challenge. LBOC 2020 will enable us to bring people from all the communities in our borough together, creating roles for them as participants, audiences, collaborators and volunteers.

We will ensure this by committing to learning and evaluating all our processes and projects. We will also work across all council departments to ensure we attract and accommodate the UK's most exciting artists and creative practitioners. To ensure this happens we will develop a senior leadership

¹ Vice is a digital media and broadcasting company, particularly focused around youth and young-adult digital media.

working group whose remit will be to build arts and culture into every council department.

3.2.5 Brent will be a borough known for attracting fantastic arts and culture practitioners who will take up spaces and residencies.

Brent is currently seen as a place people move away from if they want to work in the creative industries. We want to make a step change in the availability and use of public and community spaces in the borough and an active change in how we see arts and culture events – presenting them not as commercial opportunities but as a crucial part of the fabric of our society. We will do this by committing to making more space and support available to artists and creative industries in the run-up to and including 2020.

3.3 How commissioned events relate to aims, objectives and the overall vision

3.3.1 We have commissioned events which are specifically for young people, for example the schools outreach programme, and are currently recruiting for a Young People’s Producer to manage the LBOC 2020 offer for children and young people. Their role will be to maximise opportunities for children and young people’s involvement across all areas of the programme. Additionally, the Young Ambassadors programme is an initiative which will seek to further ensure that young people benefit from LBOC 2020. It will be a youth leadership programme with an aim of supporting young people to gain skills, find pathways to employment and education and help shape LBOC 2020. These initiatives relate to our overall aim of making sure that young people have access to culture in the borough and they will empower young people to see how their voices can make an impact and equip them with the skills to make their voices heard.

3.3.2 Secondly, the events in the programme work towards creating a local identity in how each of them start from the borough, its people and its places. Each project will be anchored in a neighbourhood and will work with a specific audience to explore the past, present and future through their heritage and stories. Our ambition is to bring in partners who will work with the brilliant, authentic cultural output our communities already produce to develop their skills and ensure a legacy.

3.3.3. Finally, all of the events and initiatives in the LBOC 2020 programme seek to demonstrate the distinctive cultural character of Brent and will show what the borough has to offer. We have committed to making it easier for communities to access existing space in order to give Brent’s culture room to thrive but also to attract a new wave of individuals and organisations. Specifically, we will launch the Spacebook – an all-year-round online calendar listing affordable available spaces throughout the borough. Through a number of other LBOC 2020 events being held in the borough, we hope that visitors will see the potential that exists here and want to come back again and again.

3.4 How the programme is culturally ambitious, imaginative and locally recognisable

3.4.1 We have developed seven projects for the LBOC 2020 programme. They will create moments of wonder, joy and celebration and all offer something different. The programme has been shaped to be culturally ambitious and imaginative and each of the projects described below evidence this.

3.4.2 **A mile-long street party:** The biggest public event of 2020 will see a mile of the Kilburn High Road shut down in a day long family friendly celebration of the migration of the borough.

Every day thousands of people pass through Brent to central London. In 2020 we want to celebrate this transient nature of our borough by inviting London to come and join us to celebrate the stories of people who have passed through, stopped and made our borough what it is today.

Among the many communities who have made Brent their home are the Irish, who followed the A5 from Holyhead all the way to Cricklewood and Kilburn. Brent was also the location of the Grunwick Strikes, in which Jayaben Desai began the process of securing migrant workers' rights in the UK. The street party will therefore see Kilburn High Road closed for one mile on 14th July (marking the Grunwick Strikes' last day), providing space for a street party with art commissions. Art Night will bring 12 newly commissioned artworks along the Jubilee Line night tube. We would like to work with Michael Clark to create a bespoke dance work for Kilburn High Road, and the Lexi Cinema will stage screenings at the Gaumont State Cinema (once Europe's biggest cinema) for the first time since 1976.

3.4.3 **An artwork in every library:** 10 artists will create new artworks in all 10 of Brent's libraries, developed with and in response to Brent's communities, stories and history.

Large parts of Brent are unknown to the rest of London and there are a limited number of places in the borough to go to find out about it. We want visitors to experience Brent as an open-air museum for the duration of 2020; at any time visitors should be able to have an inspiring experience of local art, architecture, design, history and life. Artist in residence, Verity Jane Keefe, will create a new body of work with local artists throughout 2020, archiving, working with and living through the Borough of Culture year. We propose reimagining Brent's 10 libraries as centres of a borough-wide museum, directing visitors to sites of local interest, art exhibitions and public art works. Volunteers and local societies will have an important role giving guided walks of local streets and places of interest.

3.4.4 **A celebration of reggae:** A year-long project which will explore Brent's reggae heritage and legacy culminating in a series of walks, talks and events in Harlesden in October 2020 and a new Reggae archive for the borough. Through this project we will explore the musical legacy of Brent in collaboration

with Federation of Reggae Music (Brent-based experts), Radio 1Xtra, V&A, Island Records and Trojan Records.

Economic migration to the UK in the 1950s had a huge impact on Brent. We want to tell this story through Brent's unique contribution to innovative urban music. At the heart of this will be a celebration of the musical legacy of the Windrush Generation and the musical ties between Brent and the Caribbean. Few people in London know that Brent was the home to Trojan Records, Bob Marley and Island Records. From Brent's perspective, what began in record shops in our borough, became roots, dub, lovers' rock, jungle, garage and grime. We will celebrate this with two programmes: first, through an affordable music festival for 12,500 people at Wembley Arena and second, through an exhibition partnership with the V&A exploring the design of the sound systems that are so important to reggae and dub music. This partnership is designed to encourage our residents to visit London's national institutions.

- 3.4.5 **A year-long project with VICE:** To work with VICE and local youth networks to develop a new community news platform for Brent.

We want to create a platform for young people to tell their stories through an ongoing partnership with Vice, which has a global audience of 540 million people. Vice will support young people to make documentaries, record podcasts and write features. They will be supported by mentors including Michael Crick and, we expect, Louis Theroux. With Vice, Brent Lives will reach truly enormous, international audiences. Their team of journalists, editors and film-makers will bring an unparalleled understanding of youth content and provide a range training opportunities throughout the programme.

- 3.4.6 **A policy and research project:** A policy and research project with the Young Brent Foundation and LSE Cities looking at the role of young people in urban development.

Youth culture relies on public space, but young people – in Brent and elsewhere – report they have too few places to go and things to do. Population growth and rapid development have created new rules that limit where young people can go. During our Borough of Culture year we will write, in partnership with London's private developers, Quintain, and the Young Brent Foundation, a charter for young people in public-private space. The charter will make recommendations for city developments that open up space for young people and support cultural infrastructure. We will also commission two artist interventions in private-public spaces that support young people's use of public space.

- 3.4.7 **An anthem for the borough:** In the year in which Brent is hosting the UEFA Euro 2020 Semi Final and Finals, we will work in partnership with Brent Music Service, a musician, lyricists, local young people, community music groups, footballers and the Football Association to write and perform a new anthem for Brent.

The London Borough of Culture designation will place Brent in the spotlight for the first time and it is likely that few people outside London will have heard of Brent. This project will play with this idea, commissioning an anthem for the borough that will be performed at the Euro 2020 football championships live for 90,000 people and a media audience of over 600 million. The song will be composed with local schools, choirs, musicians and performers, providing a way of exploring broader questions about what it means to belong to a place.

3.4.8 An education programme: To take arts and culture into every classroom in Brent.

Brent is a fascinating flow of global stories and epic journeys. This project will see a borough-wide programme of creative partnerships between schools, elders groups, artists and the Tricycle Theatre exploring people's journeys into the borough and connecting with the Brent diaspora globally. Classrooms will be visited by community members and artists to exchange stories, explore the history of the borough and create new work. They will also make digital connections between people across the globe and people from Brent. The partnerships will contribute to the creation of resources accessible to all schools in 2020 and beyond.

3.5 How resources for LBOC 2020 will be allocated

3.5.1 We have developed a balanced income generation model, which includes funding commitments from the Council's own budget, sponsorship, and generated income.

3.5.2 We will collaborate with each partner to bring additional value to the programme. For example, Art Night will fundraise for a further six works as part of Thoroughfair and Vice Lives will bring a potential audience of 540 million and a skilled team to tell our story on film and online.

3.5.3 We will build on existing initiatives to maximise local connections and resources, including developing a fringe programme. Our relationship with the FA during the football championships will allow us to reach global audiences and create other opportunities, including a culture programme around the Euros, a volunteering scheme for young people and marketing opportunities. The OPDC have been awarded a Great Places Grant; 2020 will be the final year of this, so we will partner with them to maximise audiences and investment. The London Mela takes place in the borough along with the Festival of Fire & Light, both of which will bring activity on which we can capitalise.

3.5.4 The budget is appropriate and viable. Each project has been costed in consultation with the project partner along with input from Associates, SSE Arena and Arts Trust Production and we have developed a 10% contingency against the programme.

4.0 Participation

4.1 Estimates for projected audiences

Below is a table which outlines the estimated outputs for each event which was submitted as part of the bid.

| Project Activity | Outputs | Baseline (where available) | 2019/2020 | 2020/2021 | Total |
|--|---|----------------------------|-----------|-------------|-------------|
| Project 1: Thoroughfair | 85,000 people visit the Art Night project and 100,000 people visit the daytime commissions | 75,000 | | 185,000 | 185,000 |
| Project 2: Museum of all Brent Life | Audiences to visit the commissions at Brent Libraries | 2,436,698 | | 3,000,000 | 3,000,000 |
| Project 3: No Bass Like Home | 12,500 people to attend affordable music festival at SSE Arena Wembley, 50,000 people to watch a live broadcast of the event and 20,000 people to attend V&A exhibition | | | 82,500 | 82,500 |
| Project 4: Brent Lives | 25 partners in Brent contribute to the production of 5 documentaries by young people looking at life in Brent and aired on ViceLand to an audience of 540 million | | | | 540,000,025 |
| Project 5: Seen and Heard | 300 young people participate in the programme | 257 | | 300 | 300 |
| Project 6: The Anthem | Participation project with 1,000 students schools and choirs singing the song and anthem performed as part of the opening ceremonies of the 2020 Euro finals to a live audience of 90,000 and a broadcast audience of 600,000,000 | | | 600,091,000 | 600,091,000 |
| Project 7: Lost and Found | Schools and young people programme (aged 4-21) working with 526 young people, 15 artists in resident in 15 schools, 15 new commissions and Brent Curriculum developed for all schools in the borough – reach 45,000 | | | 45,541 | 45,541 |
| Project 8: Molly Dineen | TBC | | | | TBC |
| Project 9: Brent Fringe Fund | TBC | | | | TBC |
| Project 10: Tracksuit | TBC | | | | TBC |
| Project 11: Zadie Smith | TBC | | | | TBC |
| Project 12: Murals | TBC | | | | TBC |
| Legacy commitment 1: A trust established to deliver culture in the borough (organisational change) | Trust for delivering culture in the borough over 2020 and beyond | 1 | 1 | 1 | 1 |
| Legacy Commitment 2: Embed evaluation at the core of the programme | 15 evaluation advocates embedded in the trust and council | 0 | 5 | 10 | 15 |
| Legacy commitment 3: Senior management working group managed by council's CEO | Senior management working group for culture bringing together 15 senior managers at Brent Council | 1 | 15 | 15 | 15 |
| Legacy commitment 4: Space for artists and creative industries | 100 studios and desks for artists and creatives in the borough | 80 | 50 | 50 | 180 |
| Legacy commitment 5: Establish 'Spacebook', an online booking forum. | 365 days of space free for the community to use | 40 | 150 | 215 | 365 |

4.2 Participation of diverse audiences

4.2.1 The cultural diversity of the borough is a major factor in Brent's characteristic vibrancy and dynamism and is the central theme of our bid.

4.2.2 Meeting our equalities commitment is intrinsic to the bid aspiration. The programme creates catalysts for improving community cohesion, social integration and wellbeing. But we also want to use cultural experiences to tackle inequalities in income, education, employment and health. This will be achieved through training and employment opportunities, working with Create Jobs, the Brent Schools Curriculum with A New Direction and a partnership with Central

Middlesex Hospital that will take cultural experiences to those who are facing isolation and harnessing the benefits of arts and culture on mental and physical health.

- 4.2.3 We address integration and the needs of specific groups by taking activity where there are low levels of engagement directly to the communities via our libraries network and schools programme, which are both borough wide. Furthermore we have based our programme on the interests and heritage of the communities that live in the borough to ensure that they are welcomed and have a stake in the activity. We will also be recruiting a diverse group of eighteen local residents to be Community Advisers who are representative of local demographics and geographical areas across Brent and who carry a range of local expertise and knowledge. They will take part in bi-monthly Project Board meetings to help shape the programme around communities and ensure that the interests of different groups are considered in any decision making.
- 4.2.4 Every element of our bid will be accessible to all. We will work to remove physical barriers to culture and work with community groups and champions rooted in those communities to ensure that the most vulnerable and marginalised have the opportunity to engage in culture throughout the year, by developing free and exciting events and work opportunities. We will also work to understand how we can make events accessible for those with sensory or communication disabilities, for example by introducing relaxed or signed performances, or by thinking about what additional support we can provide these groups to help them engage with the rest of the programme.
- 4.2.5 The evaluation will measure how representative of the diversity of the local population the communities and individuals who participate are through surveys at events. It will also measure whether specific aspects of events are rated equally highly across the population.

4.3 Measuring 'reach' and participation during the programme

- 4.3.1 We will monitor young people's empowerment by monitoring increased participation in the arts across the borough's activities in schools, voluntary organisations, libraries and arts organisations. We will monitor raised ambitions and our ability to bring communities together through an increase in skills collected through questionnaires, creative data gathering and interviews. We will test Brent ambition to attract creative organisations into the borough against the number of creative organisations that emerge.
- 4.3.2 There is no available baseline data for young people's participation in the arts so we will need to establish this. We will work closely with the evaluation team at Brent Council to establish this with specialist advice we have budgeted for. On our senior management working group Melanie Smith is our 'evaluation champion' to ensure learning practice is consistently fed back to the group. We will train Community Evaluators through our volunteer scheme. We will also work with creative tools to gather data at events. Finally, we will ensure we embed a series of quantitative and qualitative data collection methodologies, including the Culture Counts metric, questionnaires, ROSI and others to ensure

we gather evidence that can be shared between our stakeholders and other interested partners. We are supported by the Audience Agency to do this.

4.4 Goals for the volunteer programme

The goals for the volunteer programme is to enable local people to gain and share new skills and knowledge, meet new people, have loads of fun, be part of delivering the London Borough of Culture Programme and help make 2020 a year to remember. We want to ensure that the opportunity to become a LBOC 2020 volunteer is accessible to Brent residents from a broad range of backgrounds and ages - not only those who are already signed up to the benefits of volunteering. We want to encourage people to try volunteering for the first time and enable those who could most benefit from the opportunity, those with less confidence or who are isolated, to take part. We are keen to partner with local organisations and groups to help achieve this and to help us target opportunities effectively.

5.0 Engagement

5.1 Outcomes from the Cultural Summits

- 5.1.1 The Cultural Summits held on the 7th and 8th September provided us with lots of ideas, contacts and suggestions. We are in the process of following up on these through meeting with summit attendees and potential partners as well as using the insights from the Summits to help shape the LBOC 2020 programme.
- 5.1.2 We have built an LBOC 2020 mailing list of over 1,700 from those who attended or were interested in one of the Summits and this means it is easier for us to connect with them and spread the word about opportunities.
- 5.1.3 The Summits provided work for local producers and filmmakers, for example Mike McKenzie, Val Vamanray and Caren Owen, and five young people were given media training so they could collect vox pops at the event. The Summits also gave business to The Granville and their catering company, in turn increasing publicity of the venue and attracting potential future customers. Local artists were given a high profile platform on which to showcase their talent, and two of these who performed at the Summits have already been booked by other organisations (The Poetry Society and the CIL-funded Reconstruction project at South Kilburn).
- 5.1.4 Finally, the Summits helped secure funding from the Arts Council who were very impressed at the turnout, the energy in the room and the presentation by the Artistic Director Lois Stonock. The Greater London Authority Culture team also stated that the event represented exactly how they hoped the London Borough of Culture award would bring people together and felt the artistic leadership was authentic. It showed them that engagement is building and that there is a huge amount of local enthusiasm for the London Borough of Culture programme.

5.2 Involvement of existing arts organisations in shaping and delivering the programme

- 5.2.1 In putting together the bid and commissioning events and initiatives to be included in the programme, we have worked in collaboration with cultural stakeholders through wide-ranging and rigorous engagement, to establish a shared ambition and a clear sense of purpose for culture.
- 5.2.2 For each of the seven projects described above we have two leads: at least one local Brent organisation that is already embedded within the borough and has important links and an understanding of our complex communities; and a national organisation with a reputation for excellence that can bring excitement and wonder into the borough. We hope this way of working will ensure we can reach new audiences, bring experience of working at scale and can draw on the important work that has already been done in Brent. Furthermore, it will ensure a legacy for culture in the borough that local organisations will expand on post 2020.
- 5.2.3 Our three host organisations are Tricycle Theatre, Mahogany and the Young Brent Foundation. These will each partner with a national or international organisation in London – such as Art Night, AND and Vice and Create London – to help expand the reach of our programme and to create an exciting new offer.

5.3 Role of the Brent Culture Network

- 5.3.1 We know from local creative and cultural partners that there is a real need to develop initiatives which can strengthen and connect the local creative and cultural sector. The Brent Culture Network, which we aim to launch in February 2019, will support local artists, creatives, arts and cultural organisations and venues to make the most of the opportunity of being London Borough of Culture and ensure that Brent 2020 leaves a lasting legacy. We aim for the Brent Culture Network to:
- Encourage collaborations and partnerships
 - Enable better communication flow about arts and cultural opportunities
 - Provide training, networking and funding opportunities for the local creative and cultural sector
- 5.3.2 We aim for Brent Culture Network events to take place every quarter across the borough and to involve:
- Social and networking sessions to enable local artists, creatives, businesses and venues to meet each other and develop ideas
 - Presentations from funders/strategic bodies about funding and partnership opportunities
 - Training and professional development opportunities
 - Updates from the Brent2020 team
 - Pitches from Brent Culture Network members and external artists and organisations looking for partners

- Talks from creative people/organisations/venues who are doing great work that we're all interested in learning more about

5.4 Utilising resources and relationships with other cities/boroughs who have successfully bid for City of Culture/London Borough of Culture

- 5.4.1 In September Lois Stonock, Councillor Hirani, Phil Porter, Melanie Smith, Rob Mansfield and Tom Welsh visited Hull to meet the team who delivered the City of Culture there and so they could observe the management of their Trust. The visit enabled both teams to share learning around the volunteering programme, commissioning, the impact of the programme on the City of Hull and other general insights which have helped shape Brent's London Borough of Culture programme.
- 5.4.2 Brent also has a very strong relationship with Waltham Forest Council. Lois Stonock meets regularly with Lorna Lee who is the Director of Waltham Forest's London Borough of Culture team and Sam Hunt who is the Creative Director. Together they are consistently able to share lessons and learnings, particularly around the Council's relationship with the Greater London Authority (GLA) and commissioning with and for the local community. They have also started having conversations around communications and what the handover will look like between 2019 and 2020.
- 5.4.3 Waltham Forest and Brent are also regularly asked to present together to partners such as London First, the Arts Council, the Paul Hamlyn Foundation, the GLA music board and to the Culture team at the GLA. This offers many opportunities to continuously share learning and update each other on progress.
- 5.4.4 Brent has replicated areas of good practice from other case studies to ensure we are utilising these resources. For example, the Trust model which Brent will adopt to support the legacy of 2020 is being built based on Liverpool Capital of Culture's model.
- 5.4.5 Finally, Brent has also nurtured and utilised relationships with other external stakeholders with experience in delivering similar culture projects to help us answer questions and provide us with specialised knowledge based on their own experiences. These include, Lewis Biggs and Sally Talent from the Liverpool Biennial of Contemporary Art which is an example of a legacy project carrying on the work from Liverpool's year as Capital of Culture in 2008, and Peter Jenkinson OBE who was an adviser to Londonderry on their City of Culture programme in 2013.

5.5 Support available for local groups to secure national funding

- 5.5.1 The Brent 2020 Culture Fund aims to develop high quality creative and cultural projects and events that will form part of Brent's London Borough of Culture programme for 2020. It will support arts and cultural activities including events, performances, workshops, exhibitions, talks, walks, installations, festivals, carnivals, screenings and participatory projects of all shapes and sizes across

the borough. The Culture Fund will encourage original projects that will engage and inspire, encouraging a varied artistic mix across the programme.

5.5.2 There will be three rounds of the Brent 2020 Culture Fund; individuals will be able to apply for grants up to a maximum of £3,000 and organisations a maximum of £10,000. In order to meet the criteria for funding, all activities must: be creative and involve artists, be open to the public, take place in Brent during 2020, create opportunities for people from different generations or backgrounds to come together, involve opportunities for local participation or volunteering and respond to one or more of the four Brent 2020 Culture questions listed below:

- Where have we come from?
- Where do we live?
- Where are we?
- Where are we going?

5.5.3 In addition, the Brent Culture Network will introduce groups to other funding pots, for example the Arts Council and the Paul Hamlyn Foundation.

6.0 Results

6.1 Measuring qualitative improvements as a result of programme, e.g. community cohesion, unlocking potential and providing opportunities for young people

6.1.1 The London Borough of Culture team have developed an Evaluation Framework in collaboration with The Audience Agency who work specifically on supporting cultural leaders with their public engagement strategy.

6.1.2 The evaluation of London Borough of Culture poses the following questions:

- What kind of step change can be achieved?
- What are the set of conditions to affect a step change?
- What is the creative response?

6.1.3 Improved social integration leading to greater social cohesion is one of the outcomes which will be evaluated through a resident survey, quantitative surveys at events, volunteer survey and qualitative research. A more resilient creative and cultural sector is another outcome being evaluated through these methods and also through apprentice/ trainee surveys, surveys of grantees and qualitative research with the sector. The evaluation will include a 'before and after' mapping of cultural facilities and assets.

6.2 Role of independent cultural Trust

6.2.1 An integral part of Brent's plans to place culture at the heart of the borough is the establishment of a new not-for-profit organisation to ensure a continuing legacy for the celebratory year. The Council's ambition for this organisation is that it should be able to raise sufficient voluntary income to support its future

programme of activities, and become an Arts Council England National Portfolio Organisation within 5 years.

6.2.2 The governance of the charity will be linked to the goals of our Borough of Culture bid. As well as appointing trustees from the council's senior leadership team, we will invite leading independent cultural figures and residents from the borough to join the board in order to ensure artistic excellence and advocacy and to attract additional funding. Additionally, half of the board of trustees will be made up of young residents who will have a real say in what the organisation does and how it is run. The young people on our board will be mentored through a leadership programme with A New Direction to ensure they are informed and active in the trust, and understand their role and responsibilities to the borough and all its citizens.

6.3 Ambitions for 'place-shaping', Brent's profile and perceptions of the borough

6.3.1 For many here there is a palpable sense that Brent has been bypassed. Arts tourists, artists looking for galleries, bands looking for gigs all head east and south. Brent's artistic activity has never been fully appreciated by the rest of London, or offered the support it needs to develop.

6.3.2 2020 will create a moment for Brent to come together for the first time in a way that will change life in the borough for a whole new generation of Londoners. Our Borough of Culture year will work across the whole borough, with focus points in Kingsbury, Harlesden, Kilburn and Wembley. But we will create stories and art that resonate far beyond our boundaries. 2020 will be both the first year the UK is no longer part of the EU and the year Europe's eyes focus on the borough for the Euro 2020 football championships. The appetite for new, refreshing stories about Britain and its relationship to the rest of the world will therefore be intense, and Brent can be the place to tell them.

6.4 Impact of programme on investment in the borough and estimated boost to jobs, businesses and the tourist economy

6.4.1 We hope that through collaborating with partners who have audiences locally, nationally and internationally, we will put Brent in the spotlight and that people all around the world will want to come to Brent and learn more about its place on the cultural landscape. Through seeing what Brent can deliver, we hope that cultural organisations will want to lay down roots in Brent, open businesses here or use it as a stage for which to hold events or other cultural activities. In turn this will mean more jobs for residents and a boost to the local economy.

6.4.2 The interest in the 2020 programme is already significant, over 1,700 people have already expressed an interest in the programme or in getting involved and have been added to the mailing list. Our social media reach is also growing every day. From the 22nd October – 5th November we had 31,000 impressions on Twitter which averaged out at approximately 2,100 per day. Similarly on Instagram, during the same period the LBOC 2020 page received 376 profile visits and we reached out to 464 different accounts. We received lots of

questions about many of the opportunities we were recruiting for and attracted 318 applications in total across all roles and contracts.

6.4.3 This is indicative of the additional attention LBOC 2020 will draw to the borough during and after 2020, particularly when events and initiatives are officially launched. This will lead to a significant boost to the tourist economy as people will come to the borough to access these opportunities.

6.4.4 Following 2020, the legacy work which will be delivered by the Trust will ensure that the excitement continues and that the projects carried out prior to and during 2020 can be maintained and embedded within Brent. This will ensure that many of the additional benefits provided by LBOC 2020 can also continue.

7.0 Financial Implications

7.1 The current LBOC programme budget is set at £4.6m over 3 years and is due to be funded through the following sources:

| | £'000 |
|--|-------|
| L B Brent | 1,100 |
| GLA | 1,350 |
| Arts Council | 100 |
| Paul Hamlyn Foundation | 250 |
| Lottery Funding | 250 |
| Quintain | 200 |
| Fundraising - Trusts, Foundations, Corporate etc | 1,150 |
| L B Brent - in kind | 200 |
| | 4,600 |

7.2 Expenditure is broken down into the following major lines over the 3 year period:

| Expenditure Line | Cost £'000 |
|--|---------------|
| Staff | 960 |
| Fundraising, Trust and Legacy planning | 290 |
| Marketing | 410 |
| Community Engagement | 150 |
| Monitoring and Evaluation | 220 |
| Overheads | 120 |
| Project Expenditure | 2,250 |
| Contingency* | 200 |
| | 4,600 |

* Additional contingency built into each Project

7.3 Project Expenditure – There are 12 distinct projects with the budget broken down in the following table:

| Artistic Programme/Public Events | Cost £000 |
|---|------------------|
| Project 1: Thoroughfair | 538 |
| Project 2: Museum of All Brent Life | 211 |
| Project 3: No Bass Like Home | 386 |
| Project 4: Brent Lives | 199 |
| Project 5: Seen & Heard | 57 |
| Project 6: The Anthem | 28 |
| Project 7: Schools Programme | 100 |
| Project 8: Molly Dineen | 40 |
| Project 9: Brent Fringe Fund | 500 |
| Project 10: Tracksuit | 52 |
| Project 11: Zadie Smith | 20 |
| Project 12: Murals | 119 |
| | 2,250 |

8.0 Legal Implications

8.1 There are no legal implications as a result of this report.

9.0 Equality Implications

9.1 The LBOC 2020 programme will be developed to ensure it meets the public sector Equality Duty under section 149 of the Equality Act 2010. This requires that public bodies have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.

9.2 It will also be managed in accordance with Brent Council's current Equality Strategy 2015-2019 which demonstrates a commitment to promoting equality, diversity and cohesion.

9.3 Please see section 4.2 for additional details on the programme's equalities commitment.

10.0 Consultation with Ward Members and Stakeholders

10.1 Ward members who are members of the Community and Wellbeing Scrutiny Committee will be involved in scrutinising this report at committee.

REPORT SIGN-OFF

Name: Phil Porter

Title: Strategic Director Community Wellbeing

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