

## E&C-06/07-043: Appendix 2: Cultural Strategy Progress January 2006 - May 2007

Theme & Priority	Achievements	Outcomes
<b>Theme 1: Civic Pride</b>		
<b>1a Maximise on new developments, including Wembley and 2012, to ensure that locally recognised cultural products and opportunities are included at an early stage.</b>	Cultural Services represented on the Brent Council London 2012 Steering Group and 'sports and health' and 'culture and events' key themes/working groups	Action plans being developed and delivered on towards 2012
	Cultural services represented at the West London Alliance Olympics Officers Group.	Brent launches West London Cultural Offer 2012 at Wembley Arena
	The first Wembley Arena Community Day in July 2006 with 'Dance Challenge' competition for children and young people on Wembley Arena's stage as part of the national campaign 'Big Dance.	Over 300 schoolchildren and young people from Brent and West London participate with audience of 3,000
	Brent Council produced Wembley Arena Square's first public performance (Nutkhut's 'Bollywood Steps') as part of the national campaign 'Big Dance' in July 2006	Audience of 1,500 comment positively on experience. Raised awareness of Arena Square.
	Brent Council lead on Western Wedge group of arts officers from seven London borough's West London Cultural Offer for 2012	West London Cultural Offer 2012 published and launched.
	Civic Centre proposals for Wembley approved by Executive include provision of a state of the art Central Library	New library offer being developed
<b>1b Raise the profile of Brent through effective marketing of the Borough's new image locally, regionally and nationally</b>	Marketing and PR campaign during 2006 designed to raise the profile of cultural services on a local and regional level, included local radio advertising and bus adverts.	Residents' satisfaction with Parks increased from 66% in 2003 to 71% in 2006. Residents satisfaction with Libraries increased from 56% in 2003 to 67% in 2006
	Meeting with London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) regarding use of Wembley Stadium during Beijing 2008 handover ceremony raised profile of Wembley as cultural venue for London 2012.	Raised profile of Brent and potential of Stadium
	The West London Cultural Offer 2012 publication has been sent to all major figures within the London Olympic Co-ordination of the Olympic Games (LOCOG) and to each member of London's Cultural Consortium	Raised profile of West London and Brent as cultural deliverers

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<b>1c Improve communication on cultural opportunities in the Borough to ensure local people and visitors to the Borough know what is happening and how they can get involved.</b>	Tourism pages and Brent Film Office information available on Brent Council website. Free giveaway tourism map published listing the top places to visit in Brent. Also produced a movie map in conjunction with the other west London boroughs, highlighting places that have featured in films across the region.	Increased use of Brent as film location. Increased income for the borough.
	Launch of <a href="http://theSeer.info">theSeer.info</a> website piloted by the LB Brent and Kensington & Chelsea in partnership with Arts Council England, London. Free online directory and resource for Brent and other London borough's creative individuals, organisations and venues to find, receive and promote arts and creative information in London including 'What's On' listings.	Around 1400 Brent artists and arts organisations registered on theSeer
<b>1d Work with the Borough's diverse communities to ensure that Brent's rich cultural landscape is seen as a source of celebration and esteem</b>	Increased public consultation and resident involvement around Brent's festivals including St Patrick's, Diwali, Eid and Respect Festival	Increased number of attendees at festivals. Increased satisfaction in attendees' surveys
	Black History Month programme delivered annually with full range of events and activities for all age ranges.	Black History Programme for 2007 will be launched at Respect Festival in July 07 and will be delivered during the year, not just in October.
	Programme of events and activities delivered for the 200 <sup>th</sup> anniversary of the Abolition of Slavery Act and all cultural celebrations and festivals reflected in Libraries' events programme	Well attended and commended events
	Brent Museum opened May 2006 fully represents and celebrates Brent's cultural heritage with e.g. section on Ealing Road shopping, section on the major faiths in the borough etc.	Brent Museum now most visited community history museum in London within a year of opening.
	Heritage events and activities promoting cultural awareness such as 'Five Lives' exhibition and Black Archive Users Group	Engagement of diverse communities in their family and local history
<b>1e Build opportunities to work regionally/sub regionally to enable individuals and local cultural organisations to participate in London's wider cultural life</b>	Brent representation at WLA Olympics Officer Group and WLA Olympic Stakeholder Executive.	Launch of the West London Cultural Offer for 2012 with Brent as lead authority. Joint funding bids being developed including around the use of Wembley Stadium

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<b>1e Build opportunities to work regionally/sub regionally to enable individuals and local cultural organisations to participate in London's wider cultural life (cont)</b>	Brent is lead authority within the Western Wedge Partnership, West and Central London's arts co-ordination partnership.	Brent seen as partner of choice by key agencies such as Arts Council England London
	Partner in a number of multiple London borough partnerships aimed at the professional development of local artists and arts organisations including the dance partnership 'Momentum' and the visual arts partnership 'Emerge'	More BME artists from Brent than other boroughs attending the 'Emerge' workshops
	Brent Libraries key player in regional and sub regional groups such as ALCL (Association of London Chief Librarians), LLDA (London Libraries Dev Agency), MLA London, BBC Libraries partnership etc	Brent Libraries leading on London wide trainee managers scheme for BME library staff
	Brent key member of West London Sports Leisure Officers Group – networking and sharing good practice.	Sharing good practice, dissemination of information, awareness of developments within regional boroughs
	Membership of Pro-Active West London – opportunity to develop initiatives/joint working sub regionally which has led to sub regional funding applications, swimming and aquatics development group	Delivery of Aqua Extreme initiative across West London during Easter 2007
	Networking with Parks Regional Benchmarking Group and sharing best practice on a wide variety of parks issues including events management and youth provision	Brent Parks Service seen as exemplar of good practice
<b>1f Improve quality and efficiency through a process of engagement</b>	Regular networking and discussion groups organised including series of five events as part of visual arts development partnership Emerge, as well as one- off talks and debates including 'Negotiating empty space for Art', developing a 'Quid Pro Quo' scheme with schools and arts practitioners and work with local residents groups such as Brent Eleven Streets Association (BEST) and regular engagement with artists groups such as Brent Artists Resource and Brent Arts Council.	Enhanced gallery space at Willesden Green Library Centre with SLA with Brent Artists Resource to programme exhibitions

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	New sports pavilions at both Gladstone Pak and Gibbons Recreation Ground are being developed in consultation with local people and organisations	Gladstone Park Pavilion open
<b>1f Improve quality and efficiency through a process of engagement (cont)</b>	User surveys are conducted each year at the sports centres and feedback used to inform service developments, for example the development of a second gym at Bridge Park Community Leisure Centre.	Over 12,000 more in sports visits at Bridge Park in 2006/7 compared to 2005/6
	Communities engaged in design of the Brent Museum, with schoolchildren designing the 'Our schools, our selves' display, local residents in 'talking heads' displays etc.	Brent Museum now most visited community history museum in London within a year of opening. Received over 30,000 visits compared to 7,000 pa in the last year of the Grange Museum
	Valued customer panels piloted at Willesden Green Library and this will now roll out to rest of libraries in 2007. Young people actively engaged in the design of teen area for Willesden Green Library	13% increase in loans and a 43% increase in visits at Willesden Green Library in 2006/7 compared to 2005/6
<b>Theme 2: Accessible Places and Spaces</b>		
<b>2a Additional sports pitches in East and South Brent</b>	<ul style="list-style-type: none"> <li>• Pitch surface improvements at Gladstone Park underway.</li> <li>• Improved drainage and levelling of pitches and installation of new cricket wicket will be completed at King Edwards Recreation Ground, Willesden by Spring 2007.</li> <li>• New pavilion, state of the art artificial turf pitches and improved outdoor pitch at Stonebridge.</li> </ul>	Changing Pavilion now refurbished and open at Gladstone Park. Work at Stonebridge nearing completion.
<b>2b Improve or provide indoor sports facilities across the borough</b>	New Opportunities Fund Physical Education and Sports Lottery funding accessed for a new changing pavilion in Gladstone Park; three multi use games areas (MUGAs) at Newfields, St Mary's RC and St Mary's C of E schools; sports hall at Chalkhill Primary	See above. MUGAs being delivered
	New Willesden Sports Centre opened in November 2006 (on budget and on time), including 25m swimming pool with viewing gallery, teaching pool, indoor running tube and martial arts facility.	80,000 more visits in first five months of opening than in old Willesden Sports Centre in 2003/4

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<b>2b Improve or provide indoor sports facilities across the borough (cont)</b>	Vale Farm Sports Centre contract re-tendered during 2006 and awarded to Leisure Connection for 2006 – 2011. New contract specification will result in a better service, including an extension to the fitness room.	Contract now being delivered. Improvements to Vale Farm being scheduled.
	At Bridge Park Community Leisure Centre, during 2005/06, changing rooms were refurbished, new saunas installed, a second gym built and new fitness equipment installed	Over 12,000 more in sports visits at Bridge Park in 2006/7 compared to 2005/6
<b>2c Additional workplace, exhibition and rehearsal spaces for the creative sector, with Wembley seen as the prime opportunity site</b>	Now in Phase 2 of Brent initiated joint project with the LDA and Arts Council commissioning major creative industries developer to explore feasibility and site for Creative Industries workplace development in Wembley regeneration area.	£25,000 partnership funding accessed to progress project. Has begun process of increased artist and other cultural workspace being considered in developments across Brent
	Negotiations underway on Artists workspace as part of housing development in South Brent. Also development of a Brent pilot 'Quid Pro Quo' scheme between schools and arts practitioners. A resources and skills exchange - enabling schools access to arts practitioners in return for arts practitioners accessing rehearsal and creation spaces.	Increased artists workspaces/rehearsal space
	Enhanced gallery space created on ground floor of Willesden Green Library Centre	Over 5,000 visitors to Brent Artists' Resource since new gallery space opened in Mar 2006
	New professional youth dance company, Dance 2XS, become dance company in residence at Bridge Park Community Leisure Centre in September 2006. D2XS are setting up regular dance classes and organising a series of Master Classes with high profile choreographers in 2007 which will be open to all.	Company have now taken up residence in Bridge Park and are developing a programme
<b>2d An improved Archive facility</b>	More Archive open days and two new research groups (Black and Asian) developed to encourage wider community use of Archive	Asian Archive Research Group established Autumn 2006 Three Archive Open Days delivered in 2006
<b>2e Improvements and change of locations of key Library sites</b>	Refurbishment of Willesden Green Library in March 2006 has resulted in substantial increase in visitors and issues	13% increase in loans and a 43% increase in visits at Willesden Green Library in 2006/7

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<b>2e Improvements and change of locations of key Library sites</b>	Kingsbury Library to be moved to new location on main shopping street in Kingsbury in Autumn 2007, completely refurbished with new pilot customer contact point	Pilot for 21 <sup>st</sup> century library services across the borough
	Big Lottery funding application submitted to completely refurbish Harlesden Library as library/learning centre. Results announced September 2007	Awaiting outcome of decision on application
	Civic Centre plans agreed at Executive in December 2006 include state of the art new library/learning centre	New library for the borough delivered in 2011/12
<b>2f Suitable spaces to hold events and festivals as attendees increase</b>	'The Space' meeting space completely revamped at Willesden Green library Centre with improved facilities/environment and increased capacity.	Improved events and rehearsal space
	Brent Community Days at Wembley Arena – first event in 2006, four events in planning stages for 2007	Brent residents 'own' the Arena as a Brent space
	Discussions with Wembley London Ltd regarding Wembley Arena Square and the Old Palace of Industries site to advise on potential use and promote availability for circus and other events	First public event in Arena Square in 2006 delivered by Brent council.
<b>2g Increase and improvement to Play spaces, with a focus on the north</b>	Brent awarded £741,000 from Big Lottery Fund to improve playgrounds, play equipment and deliver more play opportunities for Brent children, including those with special needs	Improved indoor and outdoor facilities at Stonebridge Adventure Centre Team of trained play workers to be appointed Specialised play centre at Wykeham Primary School for children with special needs
	Multi Use Games Area installed at Roe Green Park and trim trail at Welsh Harp Environmental Education Centre and at Roe Green Park opened April 2007	More public access to free equipment in the north of the borough

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<b>Theme 3: Safe, Healthy, Cohesive Communities</b>		
<b>3a Develop networks between those who provide cultural services, ensuring consistently high quality, equity and coordinated provision</b>	Brent Sports Forum now meets three times per year	Improved consultation with local sports clubs and support to those delivering sports in Brent
<b>3b Ensure children and young people are central to the development of a vibrant cultural landscape in Brent</b>	PE advisor has supported 2 school sports partnership programmes	The number of pupils receiving two hours PE in Brent's schools has risen to 81%.
	Local Area Agreement has a specific theme around access to libraries and sports services by looked after young people and disabled young people.	Project workers appointed in both libraries and sports to deliver
	Free swimming offered to children at Brent sports centres during school holidays	Increased number of children visiting sports centres
	Drop in family holiday activities at Brent Museum now provided at least once in school holidays using a variety of tutors to run sessions on different themes and using a wide range of artistic techniques.	Workshops from May 06 to March 07 reached 1351 users (766 children and 585 adults)
	Brent Museum partnership project with British Museum will work with at least two groups of young people to explore historical objects and enhance their understanding of the role that museums can play promoting their understanding of their own heritage. Project also aims to encourage these people to influence future development of services	Project officer appointed, project delivery scheduled to begin Sept 07. 2000 children targeted.
	Brent libraries deliver annual Summer Reading Scheme for children and young adults during summer holidays and a programme of activities during term time and other holidays	From July 2006 to March 2007, there were 475 children's events in libraries with 14,519 children attending

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<b>3b Ensure children and young people are central to the development of a vibrant cultural landscape in Brent (cont)</b>	First Brent Libraries homework club opened at Ealing Road Library in February 2007 offering homework support to children and also their parents and carers in innovative family learning sessions	An average of 35 children attend the homework club once a week aged 7-14 years old. 59 children attended in March 2007
	Libraries offer Bookstart packs in partnership with Early Years and PCT to all babies born in Brent at various health checks up to three years old	Brent one of the highest performers nationally with the Bookstart scheme
<b>3c Promote the health benefits of an active lifestyle</b>	'Walk in the Parks' programme delivered from 5 Parks within the Borough by the Sports Team	Around 46 people per week participated in original 5 park scheme which is now extended to 11 parks across Brent.
	Contracts at Vale Farm and Willesden Sports Centre require Leisure Connection to provide an Exercise Referral Scheme (ERS) and to promote health benefits of physical activity.	Closer joint working with PCT and GPs to establish ERS which will result in GPs recommending patients to the leisure centres to participate in physical activity as a tool to improve their health.
	Allotment gardening promoted for associated health benefits of both activity and healthy eating	The percentage of allotments let has increased from 89% in 05/06 to 95% in 06/07 and satisfaction with the Allotment Service has increased from 72% in 05/06 to 85% in 06/07
<b>3d Enable cultural access at all levels – both socially and physically – to promote cultural entitlement that is appropriate, including 'hard to reach' communities</b>	Leisure discount scheme revised and new B.Active scheme gives greater discount to sports centre activities for concessionary groups. B.Active scheme being used to give discounts to concessionary groups participating in coaching education courses.	800 more concessionary card sales in 2006/07 compared to 05/06.
	Research into 'hard to reach groups' is conducted on a biannual basis to ascertain barriers to usage of Brent Museum, Brent's Parks, Outdoor Sports facilities and Allotments; and the sports and library services	Brent LAA targets for sports and libraries for looked after children and children and young people with disabilities



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	Willesden Sports Centre provides Community Liaison Manager post to encourage hard to reach communities and target groups to use the sports centre.	CLM meeting with many community groups and sports strategy target groups to raise awareness of centre and encourage use. E.g. activities organised for / centre used by Brent Autistic Unit, homeless group, special schools, psychosis team etc
<b>3e Ensure new Cultural venues are managed in an inclusive manner, and are in suitable and accessible locations</b>	Sports centre contracts set key performance indicators for Leisure Connection linked to profile of users	Willesden PFI and Vale Farm contracts have PIs on the profile of users with targets for increased use
	Green travel plans promoted at sports centres and website and literature gives information regarding access to the facilities and public transport	Increased awareness of access to sports centres by public transport. Holding Bike maintenance day in June with Cycle Training UK.
<b>3e Ensure new Cultural venues are managed in an inclusive manner, and are in suitable and accessible locations (cont)</b>	Improved access to the Museum by relocation to Willesden Green Library Centre	Brent Museum now most visited community history museum in London within a year of opening. Received over 30,000 visits compared to 7,000 pa in the last year of the Grange Museum
	Introduced new programme of activities at Bridge Park Community Leisure Centre targeted at women, older people and younger people	Increase in sports visits by 12,875 from 2005/06 to 2006/07. Junior visits increase from 2140 in 2005/06 to 4289 in 2006/0.
<b>3f Involve local people in the design and development of cultural programmes and projects</b>	Brent Museum research and project development involved the active contribution of over 300 Brent residents, all of whom have left an identifiable contribution in the museum in some way.	See above
	Around 1,000 additional people were involved in wider consultation on the museum, including around 100 who actively participated in design focus groups which influenced changes in the perceived design of the museum	See above

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	Wide consultation process for Harlesden Library application to the Big Lottery Fund included community organisations, local businesses, library customers and library non-users	Community more involved with current library, whatever the outcome of application. Library now seen as potential community hub for Harlesden
	Queens Park Harriers, Brent Dolphins Swimming Club and Willesden Judo Club all involved in design details and development of activities programme at Willesden Sports Centre	Changes made during construction and fit-out of centre to accommodate requests from clubs e.g. Ottoman benches in dojo instead of lockers – judo club request.
<b>3g Ensure Cultural Services contribute to raising educational standards</b>	Brent Museum & Archive's Citizenship education pack now used as an example of good practice across London	Pack featured in Museums Libraries Archive Council's publication 'Strategic Commissioning' as an example of good practice and is now available on the council website
	Class visits increasing at libraries and first homework support club opened at Ealing Road Library	About 3,000 schoolchildren visit libraries every quarter with around 100 class visits in libraries across the borough.
	Family learning, Basic skills and ESOL classes and reading groups offered in libraries	76 family learning sessions delivered July 06 – March 07 and 103 reading group meetings
	Sports and libraries targets included in Brent's Children and Young People's Plan	Indicators are monitored regularly and reported back to the Children and Young People's Partnership Board
	Brent Parks commencing the Eco-Schools programme as part of the Britain in Bloom campaign	Parks working with two schools to be completed by June 07

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<b>Theme 4: Employment - Building a Cultural Economy</b>		
<b>4a Maximise the employment generating impact of cultural activity by finding ways to intervene to assist practitioners to develop the skills required to succeed in economically</b>	The Emerge Visual Arts initiative consulted widely with local artists and visual arts groups to ensure the pilot Emerge year included activity that was relevant and required. The conference included the communication tool, 'Open Space' technology to ensure the bursaries and events came from the residents themselves	100 Brent artists involved in skills development activities. Over 90% participants' satisfaction rating.
	Development of theSeer.info website which enables artists, arts organisations and venues to post and receive daily or weekly e-bulletins to post around education and job opportunities. Plus developing partnerships with organisations such as CreativeCapital	1341 Brent entrants on Seer website as of 31 <sup>st</sup> March 07
	Coach education on leadership courses organised to help individuals gain coaching qualifications and skills to gain employment as sports coaches/leaders.	319 people gain coaching / leadership qualifications in 2005/06
	Worked with Brent Planning Service to research viable work space and live / work space for artists' studio space in Brent	Local Development Framework includes provision for creative/ cultural industries growth
<b>4b Build capacity for sector growth, focusing on improving access to appropriate workspace and improving networks</b>	Work with Planning Service. Site Specific Allocations now include creative industry workspace as desired community outcome. Arts team liaising with Planning and providing introductions to key artist/creative industry developments	Work underway in south of borough on housing development incorporating artists work-studios with Acme Artists workspace developers working closely with housing developer
<b>4c Capitalise on the distinctive potential of specific localities to operate as concentrations for cultural industries activity – with a focus on Wembley, Harlesden, Willesden and Kilburn</b>	Developed project with partners LDA and Arts Council England London to commission developer consultants to produce feasibility study on Creative Industry workspace as part of Wembley Regeneration area.	£15,000 from LDA and £10,000 from ACE London to match Brent funding. CI developers and project manager commissioned to take work forward

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	Phase 1 of above project completed and feasibility report produced on the potential for CI site in Wembley	250 creative industries and media companies identified within a 40-minute drive time of Wembley Stadium. 48 companies analysed in depth and potential for relocation within the Wembley area identified
	Phase 2 of the above project now underway to firm up potential sites with delivery of business plan. Brent Corporate Strategy 2006-2010 identify target date of 2010 for CI development in Wembley	Report due June 2007
<b>4d Build a strategic sub regional approach to cultural and creative industries, ensuring an overview and coordination of activities and funding bids</b>	Links made with newly appointed Creative Hub Manager for West London Alliance	Further work to be done
<b>4e Encourage the digital media/film/broadcasting as key sub sectors for the borough</b>	Phase 1 of above project completed and feasibility report identified high level of media companies already located within Wembley and more willing to relocate to the area	Phase 2 of project will concentrate on potential of media industries as anchor for any workspace development