

Arts and Festivals Strategy

APPENDIX

EXECUTIVE

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An Arts and Festivals Strategy for Brent 2011-2015

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1. BRENT THE BOROUGH

1.1 Population

- 1.1.1 Brent is a place of contrasts. It is characterised by a sharp divide between the relative affluence of the northern wards and high levels of social and economic deprivation in areas south of the North Circular Road. Although there are also pockets of deprivation in the Northern wards that should not be overlooked, the north of the borough is generally sub-urban in character with an older population whilst the south experiences many of the challenges faced by inner city communities.

Map 1: Wards within the London Borough of Brent



- 1.1.2 Within the West London sub-region Brent has the highest levels of diversity and multiple deprivation and is also the most densely populated borough. Brent shares its boundaries with seven other boroughs (Barnet, Harrow, Ealing, Hammersmith and Fulham, Kensington and Chelsea, Westminster and Camden) and many Brent residents will use cultural facilities across the border, in neighbouring authorities.
- 1.1.3 Brent's population is growing. Recent figures indicate significant numbers of people moving into the borough creating new emerging communities. Brent also has significant numbers of transient people. The GLA estimate Brent's population was at least 279,200 in 2007 and independent research commissioned by the Council estimates the figure to be nearer 289,000 at March 2007. Population growth in Brent has largely occurred in the south of the borough and is predominantly the result of an increase in the number of young adults, often with pre-school or young children. This has resulted in a significant eight per cent increase in the birth rate in the past eighteen months. Brent has the second highest number of new National Insurance registrations in the country at 15,600 in 2007. Nearly eight per cent of Brent's population is classified as refugees or asylum seekers. The ONS 2006 mid-year estimates place Brent with a slightly higher male population at 136,000 with 135,400 females.
- 1.1.4 The GLA projections estimate Brent's population to grow to over 291,000 by 2016, an increase of nearly 12,000. However, this figure does not incorporate the impact of additional housing in the borough and the London Plan identifies that Brent will accommodate 11,200 new homes by 2017. The population is therefore expected to grow to over 305,000. These new homes will be focused in five housing growth areas; Wembley, Alperton, Burnt Oak/Colindale, Church End and South Kilburn. Wembley, Alperton, Burnt Oak/Colindale and South Kilburn are expected to gain 1,000 - 1,500 additional households (2,500 - 3,750 people) and Church End is expected to gain 500 – 750 additional households.
- 1.1.5 Currently the wards with the highest population figures are Stonebridge, Kilburn, Mapesbury, Queensbury and Dudden Hill. Stonebridge and Kilburn wards both have the highest population according to GLA estimates with just over 17,000 and 15,000 respectively.

1.2 Ethnicity

- 1.2.1 Brent is one of only two local authorities serving a population where the majority of people are from Black and Minority Ethnic communities. 54.4 per cent of Brent residents are from black and minority ethnic communities, this compares to approximately 40 per cent of London's population and 12 per cent of the population of England and Wales. These groups comprise of established Indian, Black Caribbean, Black African and Irish communities as well as emerging Eastern European, Somali, Turkish and Hispanic communities. Brent residents speak over 130 different languages but ethnicity varies by ward. The Asian

population tends to be located towards the west of the borough, with Queensbury having the highest number of Asian residents and Wembley Central the highest number of Asian or Asian British Indian residents. The highest concentrations of Black African Caribbean residents are in Stonebridge and Harlesden wards. The white population tend to be located towards the east of the Borough and Kilburn. Mapesbury and Dollis Hill wards have the highest numbers of white Irish residents. In the next ten years the BME population is expected to increase to 60 per cent of the population. The largest increase is expected to be in the Asian population which is expected to increase to just under a third of the population (32 per cent) by 2016.

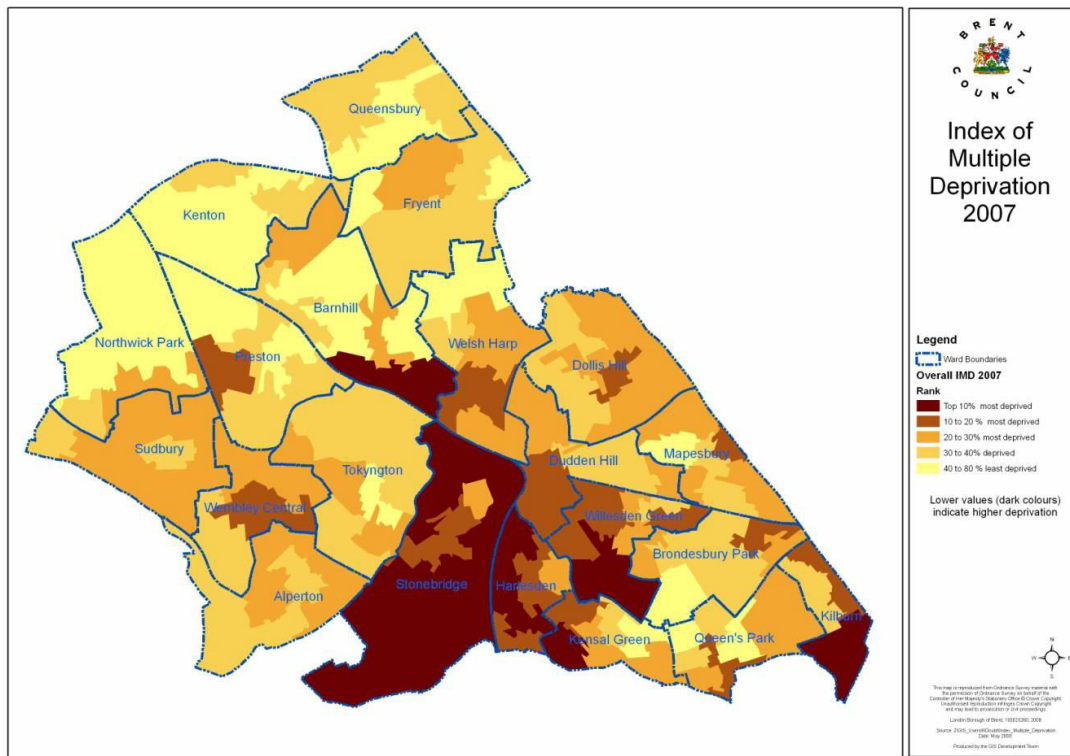
1.3 Age

- 1.3.1 Brent has a relatively young population, a quarter of residents are aged 19 years or under. The South of the borough has the highest concentrations of young people and in Brent's five most deprived wards, a third of residents are aged under 16 years. Sixty two per cent of people in Brent are under the age of 40 years (nationally 52 per cent of the population is aged under 40) and only 14 per cent of the population are of pensionable age.
- 1.3.2 The largest numbers of children live in Wembley (28 per cent) and the least in Kilburn (16 per cent). Whilst many live in moderate prosperity, many however are still living in low income households in deprived areas. Harlesden has the highest percentage of children living in deprived households, (59 per cent of all children in the area). At the last census, 51.5 per cent of the resident population of Brent were female very close to the London average of 51.6 per cent.

1.4 Deprivation

- 1.4.1 The 2007 Index of Multiple deprivation identified Brent as the 53rd most deprived area out of 354 boroughs; previously the borough had been ranked 81st (1 = Most Deprived, 354 = Least Deprived). This ranking now places Brent within the 15 per cent most deprived areas of the country. While the main locations of multiple deprivation are in the South of the borough, particularly in Stonebridge, Harlesden, parts of Kensal Green, Willesden Green and Kilburn wards there are new pockets emerging in the North and West in parts of Barnhill, Welsh Harp and Wembley Central wards.

Map 2: Deprivation levels within individual Wards



Deprivation experienced within the borough is characterised by relatively high levels of long-term unemployment (24 per cent of unemployed people are classified as long-term unemployed compared to a London average of 15 per cent), low household incomes and dependence on benefits and social housing. Across Brent 65.5 per cent of residents aged 16-74 were registered as economically active which is slightly down on the London average of 67.6 per cent. Of those registered economically inactive, five per cent were unemployed according to the Census data in 2001. In addition, qualifications and skills levels in Brent are low and Brent ranks sixth from bottom within London on overall residence-based skills and qualifications score. Children and young people are particularly affected by deprivation with a third of Brent’s children living in low income households, a quarter in social housing and a fifth in single-adult households.

1.5 Income

1.5.1 According to the methodology PayCheck, Brent has the fourth lowest average mean income levels in London (Waltham Forest, Newham, and Barking & Dagenham are lower). PayCheck is a measure of household income from all sources including benefits (i.e. not just earnings). The mean or average household annual income for Brent is £35,607 from 2007 dataset (Greater London is £38,781). There is a £13,000 difference in mean annual income

between the wealthiest and poorest neighbourhoods within Brent. Mapesbury is the wealthiest ward with an average annual income of £41,053. In comparison Stonebridge has average annual income of £28,052. Stonebridge, Harlesden and Kilburn wards are the most income deprived areas in the Borough and the majority of the remaining wards fall within the 20 most income deprived areas in England.

1.6 Health

- 1.6.1 There are significant health inequalities in the borough, linked to location, gender, level of deprivation and ethnicity. The most deprived wards in the south of the borough have a higher death rate, and lower life expectancy than the less deprived wards in the North of the borough. The prevalence of diabetes in Brent is high compared to the national average with 4.6 per cent of the population being diagnosed with the condition, although the proportion that are undiagnosed may be closer to six per cent. Brent has one of the highest rates of TB in London and in England.
- 1.6.2 The 2001 Census found 70 per cent of Brent's population to be in good health, with 21 per cent rated fairly good and nine per cent as not good. Over the last ten years, rates of deaths from all causes have decreased for both men and women and are lower than the England average. Circulatory diseases, including heart disease, strokes and cancers, are the most common cause of death in Brent. The health status of the Borough is also a reflection of income deprivation with the prevalence of life limiting health conditions and lower life expectancy in the most deprived wards in the south of the Borough.
- 1.6.3 The prevalence of diabetes in Brent is high compared to the national average with 4.6 per cent of the population being diagnosed with the condition. Brent also has one of the highest rates of TB in London and in England. The Department of Health's 2007 health profile of Brent in 2007 states that on average people live longer in Brent than England overall and female life expectancy is rising faster than in England. However there is a stark difference in the life expectancy within the deprived areas compared to the more affluent areas. These differences can be illustrated by examining male life expectancy along the Bakerloo line where a journey of 3.5 miles takes you from Harlesden which has the lowest life expectancy level for men to South Kenton where life expectancy is over nine years longer.
- 1.6.4 A high proportion of people rate their health as 'not good', and diabetes and tuberculosis are higher than the England average with diabetes affecting one in 20 people. Approximately 19.6 per cent of Brent's population are classed as obese which is slightly less than the 22.1 per cent for the rest of England. However, the percentage of children in year 6 who are obese is 22.5 per cent in Brent which is five per cent higher than the national average. This places Brent

with the tenth highest obesity levels for year 6 in England (compared against 152 PCT areas).

1.7 Crime

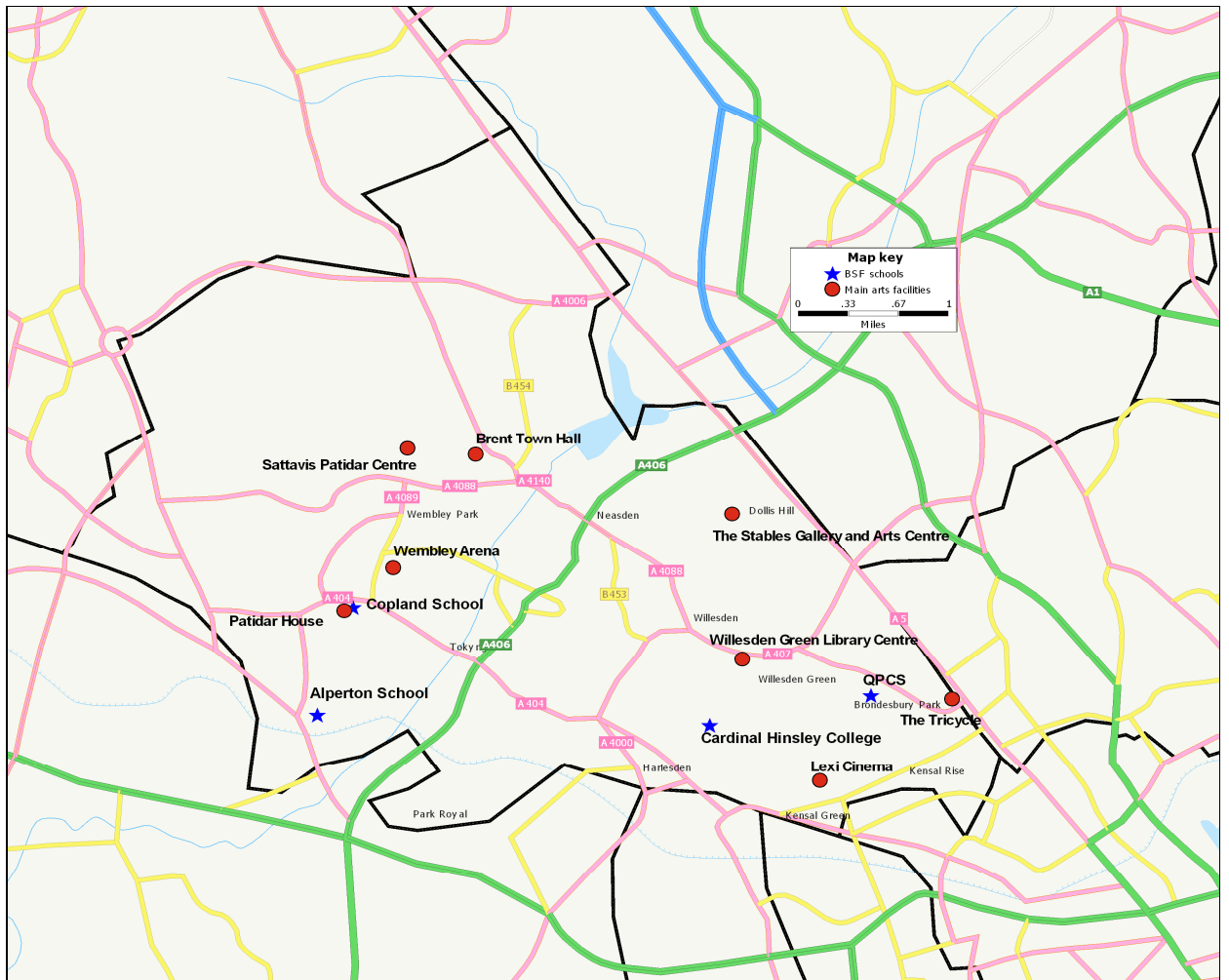
Brent has traditionally been a high crime area, although, in recent years significant progress has been made in reducing crime levels within our borough. Since 2003/04 (PSA 1 baseline year) the borough has achieved a 15 per cent reduction in its British Crime Survey (BCS) offences. This is the equivalent of 3,248 fewer offences than in 2003/04.

The most deprived areas of Brent witness the most amount of crime in locations such as Stonebridge, Harlesden, Kilburn, Tokyngton and Wembley Central wards.

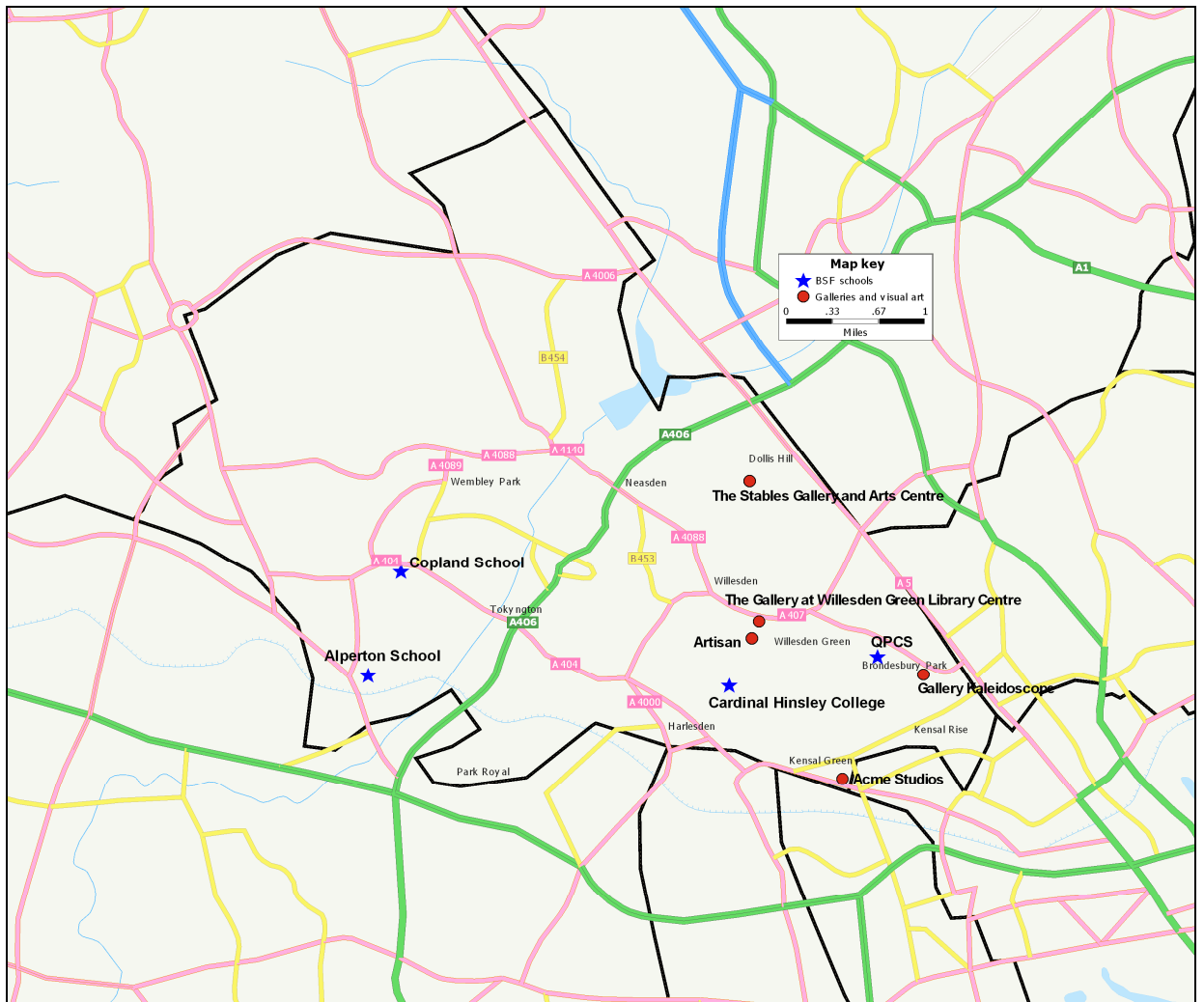
1.8 Cultural facilities

- 1.8.1 Although the Building Schools for the Future programme in Brent has been halted, the preliminary work has resulted in the useful outcome of a Cultural Facilities Audit. Undertaken by BOP Consultancy it has identified and profiled some 100 facilities for cultural use, including libraries, archives, galleries and theatre/cinema spaces, production, rehearsal and education space; some under Council management and others in commercial or community ownership. It excluded public open space and leisure facilities.
- 1.8.2 The report found that, although Brent is a borough with a young and diverse population, located close to the cultural riches of central London, its rates of cultural participation are low. The mapping of cultural assets suggests that Brent's cultural assets, particularly the most important ones, seem to be reasonably well-spread across the borough. However, there are relatively few facilities in Alperton, and in the northern peripheries of the borough.
- 1.8.3 Comparisons with other outer west London boroughs suggest that Brent has relatively few theatre and cinema seats for the size of its population. The number of art spaces seems reasonable compared with neighbouring boroughs. However, Brent's art spaces seem to be centred on in the south and east of the borough. Brent is also home to a number of important commercial media facilities, including Fountain Studios, the largest independent TV studios in Britain, and Battery Studios, a sound recording studios complex.

**Map 3: cultural facilities and art galleries in Brent
(taken from BSF cultural facilities audit)**



Map 4: Art galleries in Brent



2. BACKGROUND AND STRATEGIC CONTEXT

2.1 Strategic Framework

There is a clear commitment to the importance of culture in Brent and a strategic context for change outlined in the new Corporate Strategy, Brent Cultural Strategy and in the One Council programme. Brent Council is a key partner within the Brent Culture, Sports and Learning Forum which has developed the *Cultural Strategy for Brent 2010-2015* adopted by the Council in 2010. Other Council strategies, notably those for Libraries, Museums and Archives, Regeneration and the 2012 programme provide the basis for action. The Arts Council's ten-year strategic framework for the arts *Achieving great art for everyone* (Oct 2010), provides the basic logic for integration of Brent's offer with the wider agenda for arts and culture.

2.1.1 DCMS

The Department for Culture, Media and Sport (DCMS) has a Structural Reform Plan in line with Coalition Government agendas. Top priorities include the delivery of a safe and successful Olympic Games, support for the Big Society and reform of the National Lottery with 40 per cent of funding to be directed to the voluntary and community sector. It is currently undertaking a review of its network of public bodies to be delivered in the autumn with a view "to improving accountability, transparency and value for money".

2.1.2 Arts Council England

In 'Great Art for Everyone' the Arts Council set out its view for the impact of the arts as:

'building people's capacity for understanding the world around them, enriching people's experience of life and offering an important emotional connection, creating links between different communities'.

As part of the Government's Comprehensive Spending Review, the Arts Council England (ACE) budget will be cut by 29.6 per cent. This means a reduction from £449 million to £349m by 2015. In 2011/12 the majority of funded organisations will receive a cut of 6.9 per cent. Over the four year settlement period the overall budget available for funded organisations will reduce by 14.9 per cent. Funding decisions from April 2012 to April 2015 will be made on the basis of a new funding structure to which all organisations will be asked to apply. This approach will mean that the arts landscape can be reshaped in line with the Arts Council's new strategic framework, and in full dialogue with arts organisations, artists and funding partners. All current RFOs who apply to the new system will have a year's notice of significant changes to their funding.

Brent currently plays host to 5 RFOs, including the Tricycle Theatre.

2.1.3 GLA

The Mayor of London's (draft) strategy *Cultural Metropolis* sets out the Mayor's commitment to support the cultural and creative business sectors and highlights their role in regeneration and employment. Specific commitments are to cultural education, particularly music education, to skills development and progression routes through internships and apprenticeships. The strategy links the physical environment to the cultural offer through good urban design, to 'revitalised' public space through high-quality public art and announces a strong intention to "widen access to the arts from London's outer boroughs". In terms of London 2012 the GLA is supportive of plans to develop festivals, productions and exhibitions that will form the city's celebrations of the Olympics. While the resources available to the Mayor are limited the GLA has a key role on the direction of the arts in London through the influence that can be exerted on Arts Council England, London. The GLA may also be in a position to benefit from a shift in Government thinking around the function and purposes of the London Development Agency which could impact on the development and support for the creative industries in London.

2.1.4 Corporate Strategy

Brent' new Corporate Strategy *One Borough, One Community, One Council* sets out an ambitious vision for Brent:'

- Creating a sustainable built environment that drives economic regeneration and reduces poverty, inequality and exclusion
- Providing excellent public services which enable people to achieve their full potential, promote community cohesion, and improve our quality of life
- Improving services for residents by working with our partners to deliver local priorities more effectively and achieve greater value for money from public resources.

The Local Development Framework focus will be on five key growth areas: Wembley, Alperton, South Kilburn, Church End, Burnt Oak and Colindale. It will see growth of 45000 new homes. A cornerstone of the Strategy is the creation of a new Civic Centre within the Wembley Regeneration area. Along with the redevelopment of Willesden Green Library Centre the Council will be demonstrating its commitment thereby to both offer accessible community services and "much needed space for arts and cultural events". It will also aim to build more high quality sports and leisure facilities and has announced review of libraries in order "to create a network of modern and fit for purpose libraries in high quality buildings at convenient locations across the borough".

These themes combined with the Council's determination to use the London 2012 Olympic and Paralympic Games to the greater advantage of its citizens point the way forward for the Arts and Festivals Strategy.

2.1.5 Brent's Cultural Strategy

Brent Culture, Sport and Learning Forum, comprising partners from local businesses and arts as well as sports and learning providers, produced a five-year over-arching cultural strategy which was adopted by the Council in 2010. It offers eight key principles:

- Enhancing cultural vibrancy – Brent's infrastructure
- Increasing participation – access
- Raising the profile of culture – promotion
- Encouraging young people to take part – participation and engagement
- Developing public space – design and animation
- Making the most of London 2012 and other major events – place making
- Supporting the cultural economy – arts, culture and creative industries
- Promoting health and well-being – use of parks and open spaces.

Recognising the importance of culture in delivering community and individual well-being it aims to provide direction to all cultural service providers in Brent and to inform the Council's Corporate and Community Strategies and other related strategies. Described as a strategy for the development of cultural opportunities it argues for a "single cultural offer", acknowledging that while the Council is a significant provider it cannot be the sole provider, that it must broker and develop partnerships. Brent must take a leadership role in promoting culture, overcoming barriers to access, increasing and improving facilities.

The Cultural Strategy states: the cultural offer in Brent should reflect the diverse culture of the borough and recognise the influences of local neighbourhoods in terms of shopping, food and restaurants and the general vibrancy of an area."

The goal is that: "By 2015 Brent will be a place that is confident in its belief in culture as a catalyst for improving the quality of life of everyone who lives or works in the borough regardless of their individual circumstances. Brent's culture will be the direct product of people's sense of pride, identity and connectedness. A relevant and exciting offer of cultural activities will be available and will provide a route for harnessing and developing the local distinctiveness of the borough. The creation of an accessible and vibrant local culture and shared community activities will prove to be an integral part of a sustainable and successful community." It is an ambitious manifesto for diversity and inclusion and for a sense of place and pride in place.

2.2 Organisational context

2.2.1 Arts

Brent's Arts team of 2.5 FTEs sits within the Libraries, Arts and Heritage service and currently provides:

- Advice, guidance and support for local artists and arts groups
- Capacity building projects for artists, arts groups and creative industries
- Cultural input into regeneration projects
- Arts outreach work linking with Brent festivals
- Management of the grant to the Tricycle Theatre
- Collaborative work with West London boroughs through the Western Wedge
- Collaborative projects with other council departments, external partners and community groups, such as Brent Dance Month
- Advice and expertise on public art.

2.2.2 Festivals

Brent's Festivals function has just transferred to the new Customer and Community Engagement department. The team of two deliver the following:

- Organisation of Brent's Festivals Programme: Eid, Diwali, Respect, St Patrick's, Christmas, Chanukah, Holocaust Memorial Day, St George's Day
- Management of the grant for Navratri.

There are a number of other festivals/events managed within Brent Council which have been 'wrapped up' within the Festivals Review: Countryside Day, Bonfire Night, International Women's Day, LGBT week and 'festival lights'.

3. CURRENT OFFER

3.1 Festivals

- 3.1.1 In 2009 there were approximately 25 festival type events in Brent, many of them faith-based. Fourteen are substantial events and 11 of them have been produced or managed by the Brent Council Festivals team. Others, such as Bonfire Night, Countryside Day, Christmas lights, have been managed by other Council departments. Freelancers have been employed to deliver special projects and

production management for major events, such as Eid and Diwali, has at times been outsourced.

- 3.1.2 A further tranche of events under Council management include the fairs, circuses or markets managed externally. There are also a number of independent community festivals, notably Gladstonbury, and the Queens Park Festival. Another group with impact on the borough, includes the Camden Council funded Kilburn Festivals and the two major London festivals, the Notting Hill Carnival and the Mela (in Ealing). There is more festival activity in planning for 2012 around the Olympic and Paralympic Games. Brent Dance Month is the only one of the annual Brent festivals to have a specific arts reference. The Festivals Team has had extensive engagement with other Council departments and has used the opportunities provided by a number of the festivals to showcase the arts.
- 3.1.3 The Festivals Team is also responsible for the administration of the Navatri grant; there is no SLA in place with the organisers.
- 3.1.4 Where the Cultural Strategy defines the aims for Brent's cultural offer as "an accessible and vibrant local culture and shared community activities" a number of festivals implicitly celebrate cultural distinctiveness or difference. The level of activity is increasingly unsustainable and inappropriate given the pressures on budget and the changing demographic profile of the borough. Historic spending commitments and the lack of transparency of some decision-making about grants may lead to claims of unfairness or lack of access to resources for newer communities.

3.2 Arts

- 3.2.1 Excepting the Tricycle Theatre much of the arts output within the borough is virtually invisible. Although Brent's profile within the wider arts sector is significant, it is diluted by a lack of focus and strategic priorities. In terms of grant aid the Tricycle draws the most significant level of grant under a Service Level Agreement, monitored by the Arts Manager. Additionally the Arts team has a small 'managed fund' budget which in recent years has been focused on dance, youth circus, street arts, photography and film, often leveraging in additional spending. The Arts team has been notably successful in leveraging additional resources from other internal departments and external sources for special projects, in particular for public art, capacity building, community engagement and research.
- 3.2.2 Brent is an active partner in the *West London Story* consortium, with planned events leading up to the Olympics and a culminating festival located at Wembley, a principal Olympic venue. The programme has drawn in additional funding from which Brent derives considerable benefit in the form of developmental programmes.

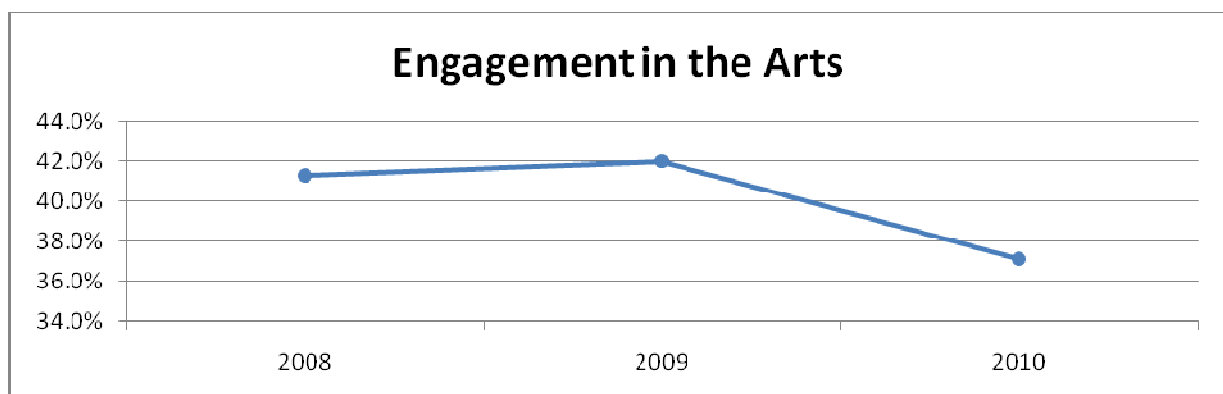
- 3.2.3 There are currently five Arts Council funded organisations located within the borough (subject to the outcomes of the new Arts Council application programme): Mahogany Carnival Arts, The Tricycle Theatre, Genesis Carnival Company, Elimu Carnival Company and Joyful Noise.
- 3.2.4 Much of Brent's arts and cultural activity sits below the radar of the formal public arts sector, often taking place within faith contexts. It is therefore difficult to map and to assess the range and value of the activity.
- 3.2.5 The emphasis on festivals means that Brent is failing to properly exploit the potential for arts programming that will deliver real returns in social, learning and economic benefits.
- 3.2.6 Brent's relatively small creative industries sector nevertheless includes several significant commercial galleries and arts and recording studios. Funding from the European Regional Development Fund (ERDF) enabled the Arts and Festivals teams to launch Brent Bounce, designed to improve business acumen in the sector. Other capacity building initiatives have been focused on small food businesses for street and festivals catering.

3.3 Cultural facilities

- 3.3.1 Although the Building Schools for the Future programme in Brent has been halted, the preliminary work has resulted in the useful outcome of a Cultural Facilities Audit. Undertaken by BOP Consultancy it has identified and profiled some 100 facilities for cultural use, including libraries, archives, galleries and theatre/cinema spaces, production, rehearsal and education space; some under Council management and others in commercial or community ownership. It excluded public open space and leisure facilities.
- 3.3.2 The report found that, although Brent is a borough with a young and diverse population, located close to the cultural riches of central London, its rates of cultural participation are low. The mapping of cultural assets suggests that Brent's cultural assets, particularly the most important ones, seem to be reasonably well-spread across the borough. However, there are relatively few facilities in Alperton, and in the northern peripheries of the borough.
- 3.3.3 Comparisons with other outer west London boroughs suggest that Brent has relatively few theatre and cinema seats for the size of its population. The number of art spaces seems reasonable compared with neighbouring boroughs. However, Brent's art spaces seem to be centred on in the south and east of the borough. Brent is also home to a number of important commercial media facilities, including Fountain Studios, the largest independent TV studios in Britain, and Battery Studios, a sound recording studios complex.

4. PARTICIPATION

- 4.1 A substantial proportion of Brent residents are excluded from the opportunities that living in London offers. There are relatively low levels of cultural participation and an uneven distribution of cultural infrastructure resources. The present cultural offer fails to meet the needs of the wider community or to address its complexity. There is a need to integrate the newer communities and to address special needs (particularly those that are the result of violence and trauma) through engagement with arts and culture. Finally data on attendances and audiences is primitive.
- 4.2 Ethnicity is one of the factors which helps to explain Brent's relatively low level of cultural participation. Only 41 per cent of Brent residents were found to have participated in arts-based activity (National Indicator 11) in the 2008 Active People survey, compared with a national average of 45 per cent, and a London one of 49 per cent. Their use of museums and galleries (NI 10) also trailed the London and national averages. In their use of public libraries (NI 9), on the other hand, Brent residents' score of 56 per cent exceeded the national (48 per cent) and London (52 per cent) averages in the same survey.
- 4.3 Brent has taken a first step towards an audience development strategy for the borough by participating in Reach, an Arts Council initiative. The Arts Council (and the DCMS) has flagged the importance of 'audience development' as a precondition. Brent also supports theSeer, an online networking and information resource for voluntary and arts sectors.
- 4.4 Brent's performance against the National Indicator NI 11 'Engagement in the Arts' has declined from 41 per cent in 2008 to 37 per cent in 2010 and is in the lower quartile for London boroughs. This surely demonstrates the need for a more focused and visible arts offer.



5. BUDGETS

5.1 Festivals

The Council's core budget for festivals delivered by the Festivals team in 2009/10 was £293,210. This figure excludes staffing. Additionally approximately £42,000 was spent by the Parks Dept on Countryside Day and Bonfire Night, £5,000 by the Diversity Team on LGBT month and International Women's Day and £80,000 on festive lights (which refers to seasonal tree dressing in town centres and key locations only).

Below is a table that show the cost of each event (excluding staffing costs and arts outreach activity). Costs are indicative and subject to change.

Festival	Cost (£)
Holocaust Memorial Day	5,000
Chanukah	4,000
St Patrick's Day	25,000
Eid	18,000
Diwali	97,000
Fireworks Night	12,000
Countryside Day	30,000
Respect	76,000
Christmas	5,000
St George's Day	2,000
LGBT month	2,000
International Women's Day	3,000
Navratri grant	67,000
Festive lights (tree dressing)	80,000
Total	426,000

5.2 Arts

The Arts budget of £380,000 includes a £219,000 grant to the Tricycle Theatre. After staffing costs are extracted there is a development budget of £50,000.

There will be a need to restructure the arts team to reflect the delivery of new priorities.

6.0 Conclusion

6.1 Festivals

Measured against the festival activity in many other boroughs Brent's programme is considerable (see appendix 2) However the relationship to wider Council strategic agendas is often unclear. Where the Cultural Strategy defines the aims for Brent's cultural offer as "an accessible and vibrant local culture and shared community activities" a number of festivals implicitly celebrate cultural distinctiveness or difference. Festivals absorb the bulk of the available budget, which is split across departments often for no clear benefits or value for money for the Council. The activity is increasingly unsustainable and inappropriate given the pressures on budget and the changing demographic profile of the borough.

Historic spending commitments and the lack of transparency of some decision-making about grants may lead to claims of unfairness or lack of access to resources for newer communities.

The conclusion is that there should be:

- A radical overhaul of the spending on festivals
- Consolidation of the more successful festival programming bringing together management of all festival and events activity in one department, creating a more cohesive and cost effective model. A programme could consist of a Brent Festival (incorporating Respect and Countryside Day) Diwali (at a reduced cost), Holocaust Memorial Day and Bonfire Night
- Cessation of the Navatri grant

6.2 Arts

As a result of the unclear distinction between arts and festival activity, the work of Arts team and arts activity is often unrecognised as contributing to social, learning and economic outcomes.

- It is recommended that arts programming in the borough is re-focused: away from present delivery through festivals towards programming for the ‘capital’ infrastructure within the borough such as the new Civic Centre and the redeveloped Willesden Green Library Centre.
- Additionally the ‘soft infrastructure’ of the Brent based artists and partnerships should be developed with clear links to Council outcomes and the principles of Brent’s Cultural Strategy.
- There is potential to exploit (soon-to-be) void Council-owned spaces and to work to develop a more substantive creative industries sector within the borough. Brent already has a number of significant creative industries facilities – notably for the visual arts, music and media - with which the Regeneration, Planning and Arts teams have established contacts. A sensible strategy will be to support and enhance these.
- The Arts Team should further develop audience research and integration of this with other social and economic impact mapping. This would be a positive continuation of the Arts Council England Reach Programme attended by three members of the Arts & Festivals Team.

7. AIMS AND ACTIONS

7.1 Key Aims

The Arts and Festivals Strategy will be organised in line with the principles of Brent’s Cultural Strategy 2010-2015:

- Enhancing Cultural Vibrancy
- Increasing Participation
- Raising the Profile of Culture
- Encouraging Young People to Take Part
- Developing Public Spaces
- Making the Most of London 2012
- Supporting the Cultural Economy
- Promoting Health and Wellbeing

7.2 Principal actions

7.2.1 Festivals

- a) To reduce and consolidate the festivals and events managed internally
- b) To promote the principles of Brent’s Cultural Strategy

- c) To promote Brent Council and its Corporate Strategy through festivals and events
- d) To develop a sponsorship plan

7.2.2 Arts

- a) To increase engagement with the arts and culture in Brent
- b) To develop the creative industries within the borough
- c) To re-structure the officer resource to support the delivery of objectives
- d) To develop strategic partnerships (internal and external)

8.0 RECOMMENDATIONS

8.1 Festivals and events

8.1.1 Create a single lead for the delivery of all Brent festivals and events:

- Transfer responsibility for all current council managed festivals and events to the Festivals Team in Customer and community Engagement
- Develop a business plan for festivals and events

8.1.2 Reduce the number of festivals and events (saving £231,000):

- All festivals are stopped apart from a Brent Festival (incorporating Respect and Countryside Day) Diwali, Holocaust Memorial Day and Bonfire Night
- The cost of Diwali is reduced by £25,000 to £72,000
- The Navatri grant is ceased

8.1.3 Establish transitional arrangements in terms of capacity building and support for community and/or commercial alternatives

8.1.4 Focus Brent festival activity on the agreed reduced annual programme or special events (e.g. 2012) as showcases for the Council

8.1.5 Commission specialist programme input where appropriate (e.g. LAH for arts, sports content)

8.1.6 Centralise procurement to support all Brent festivals and events and explore procurement partnership potential with neighbouring boroughs.

8.1.7 Develop the potential for increased earnings from sponsorship of festivals and events to increase budgets

8.1.8 Create protocols and toolkits for community or commercial sectors

8.2 Arts

- 8.2.1 Articulate and disseminate the key messages for the distinctive Brent profile for arts and culture (referencing Brent's Corporate and Cultural Strategies)
- 8.2.2 Work closely with the 2012 Manager to deliver arts and cultural events and projects
- 8.2.3 Re-focus arts/cultural activity on the capital infrastructure, particularly the two major hubs - the new Civic Centre and the redeveloped Willesden Green Library Centre.
- 8.2.4 Develop the work with the Tricycle Theatre and ensure that the outcomes of the SLA reflect council priorities
- 8.2.5 Establish a programme of art shows in council venues, such libraries and sports centres
- 8.2.6 Target arts development spending as a means to leverage additional resources for the borough
- 8.2.7 Continue to develop, expand and support partnerships with Arts Council client organisations working in the borough and focus on these as a support for the development of the arts/cultural infrastructure in the borough. Broker sustaining partnerships with Arts Council clients where funding permits in order to increase leverage.
- 8.2.8 Establish and/or oversee SLA agreements with Brent arts partners
- 8.2.9 Continue capacity building initiatives for the arts/cultural sector and explore the potential to further develop sub-regional reach for these programmes
- 8.2.10 Collaborate with Council officers to integrate arts and cultural objectives within other departmental objectives (notably Libraries, Regeneration, Education)
- 8.2.11 Develop external partnerships and collaborate where possible on procurement, investment etc (notably sub-regional local authority partnerships)
- 8.2.12 Explore the potential to roll out Brent models of working (notably capacity building/Brent Bounce)

Appendix 1: List of cultural facilities in Brent

LIBRARIES	
Barham Park Library	HA0 2HB
Cricklewood Library	NW2 6UY
Ealing Road Library	HA0 4BA
Harlesden Library Plus	NW10 8SE
Kensal Rise Library	NW10 5JA
Kilburn Library	NW6 6NN
Kingsbury Library Plus	NW9 9AE
Neasden Library Plus	NW10 1QJ
Preston Library	HA9 8PL
Tokyington Library	HA9 6JE
Town Hall Library	HA9 9HD
Willesden Green Library Centre	NW10 2SF
GALLERIES AND VISUAL ART	
Artisan	NW10 2BE
Gallery Kaleidoscope	NW6 7SX
The Stables Gallery and Arts Centre	NW2 6HT
Acme Studios	NW10 5BQ
ARTS VENUES	
The Tricycle theatre/cinema/gallery	NW6 7JR
Lexi Cinema	NW10 3JU
Wembley Arena	HA9 0PA
COMMERCIAL MEDIA FACILITIES	

2002 Studios	HA3 0AZ
Battery Studios (inc. Assault and Battery 1 and 2, Criterion Studios and Alpha Centauri)	NW10 2NB
Classic Sound Ltd	NW10 1RZ
Fountain Studios	HA9 8HP
Park Royal Studios	NW10 7AE
Theorem Music Complex	NW10 2JR
Wishart Productions	HA9 9EH
SPACES FOR CULTURAL ACTIVITY	
All Souls Church Hall	NW10 4UJ
Barham Park Card Room and Lounge	HA0 2HB
Bertie Road Resource Centre	NW10 2LH
Brahmin Society North London Hall	HA0 3NL
Brent Indian Association	HA0 4TH
Bridge Park Community Leisure Centre	NW10 0RG
Brilliant Kids Cafe and Arts Centre	NW10 5RT
Century Bowling and Sports Club	HA9 8PY
Chalkhill Community Centre	HA9 9FX
College of North West London (Kilburn Centre)	NW6 7UJ
Corrib Rest and Cultural Centre	NW6 6NU
Cottrell House	HA9 8DL
Dennis Jackson Youth Club	HA9 7EU
Gladstone Community Centre	NW2 6BH
Gracelands Yard (behind Gracelands Cafe. Includes Mini Picassos)	NW10 3QE

Granville Plus Youth Arts Centre	NW6 2BX
Guinness Sport and Social Club	NW10 7ES
Gwenneth Rickus Building	NW10 8HE
Harrow and Wembley Progressive Synagogue	HA3 0QH
Hazel Road Community Centre	NW10 5PP
Heather Park Community Centre	HA0 1SH
Holy Innocents Parish Church	NW9 0AY
Kenton Hall	HA3 0PQ
Kingshall Youth & Community Centre	NW10 2BS
Learie Constantine Centre	NW10 2ET
Maharashtra Mandal	NW2 6HH
Mandhata Youth & Community Association	HA9 7EE
Marian Community Centre	NW6 5RS
Northwick Park Sports Pavilion	HA0 3TQ
Park Lane Methodist Church	HA9 7SG
Patidar House (Federation of Patidar Associations)	HA9 7EX
Paul Daisley Hall (Brent Town Hall)	HA9 9HD
Pavitt Hall	HA0 4AU
Preston & Mall Youth Community Centre	HA3 9TX
Queensbury Methodist Church	HA8 5ND
Roundwood Centre (to open in 2011)	
Sattavis Patidar Centre	HA9 9PE
St Andrew and St Francis Church Centre	NW10 2QS
St Andrews Church Hall	HA0 2QA

St Andrews Church Hall	NW9 8RZ
St Augustines Church Hall	HA9 8EW
St Gabriels Hall	NW2 3AQ
St Georges Church Hall	HA0 2QD
St John's Church Hall	HA3 0JH
St Josephs Hall	NW10 4AN
St Kitts and Nevis Friendly Association	NW2 7LG
St Martin's Church Hall	NW10 5SN
St Matthew's Church Hall (inc. Community Centre Project)	NW10 4UA
St Michael and All Angels Church Hall	NW10 8LB
St Michael's Church Hall	HA9 6SL
St. Raphaels Community Centre	NW10 0TS
Tabot Centre	NW6 5AR
The Pakistan Centre	NW2 4PU
Tokyington Community Centre	HA9 6SA
Unity Centre	NW10 9EG
Vale Community Centre	NW6 5RT
Wembley Business and Exhibition Centre	HA9 7NB
Wembley Youth and Community Centre	HA9 9HG
SECONDARY SCHOOLS	
Alperton Community School	HA0 4PW
Capital City Academy	NW10 3ST
Cardinal Hinsley Mathematics and Computing College	NW10 3RN
Claremont High School	HA3 0UH

Convent of Jesus and Mary Language College	NW10 4EP
Copland Community College	HA9 7DU
JFS	HA3 9TE
Kingsbury High School	NW9 9JR
Preston Manor High School	HA9 8NA
Queen's Park Community School	NW6 7BQ
St Gregory's Science College	HA3 0NB
The Crest Boys' Academy	NW2 7SN
The Crest Girls' Academy	NW2 7SN
Wembley High Technology College	HA0 3NT
Woodfield Secondary School	NW9 7LY
Ark Academy	HA9 9JR

Appendix 2: London Borough events comparison

Borough	Events programme (funded by council)	Council spend
Barnet	None	
Bexley	Danson Festival	£36,000 plus staff time
Brent	Holocaust Memorial Day Chanukah St Patrick's Day Eid Diwali Fireworks Night Countryside Day Respect Christmas St George's Day LGBT month International Women's Day Navratri grant Festive lights (tree dressing)	£508,000

Camden	Occasional borough event but mainly support for community festivals/events	Small grants to orgs from Festivals fund (unspecified)
Croydon	Croydon Festival	Council funding for main festival plus £30,000 small grants for events from arts team
Ealing	<p>Acton Carnival: £1 entry – taken over from the community as it grew too large for them to manage</p> <p>Greenford Carnival: £1 entry – taken over from community as above</p> <p>Comedy Festival, Walpole Park – 17 years old: ticketed festival, commercial rates</p> <p>Opera Festival, Walpole Park – three years old: ticketed festival, commercial rates</p> <p>Jazz Festival, Walpole Park – 25 years old: ticketed festival, £1 per ticket</p> <p>Blues Festival, Walpole Park – 10 years old: ticketed festival, £1 per ticket, free for children and families</p> <p>Global Festival, Walpole Park – five years old: ticketed festival, £1 per ticket, free for children and a free families area is provided outside the main event site</p>	<p>External events contractor</p> <p>£186,000 for the staffing of the event team</p> <p>£1m budget that is generated by park hires, concessions, sponsorship and ticket sales which is earmarked for spend on the borough's outdoor events programme, including community events.</p>

	Armed Forces Day – new •London Mela – Gunnersbury Park. Event	
Enfield	New River Festival Enfield Autumn Show.	Budget (unspecified) for Autumn Show Big emphasis on partnership/sponsorship funding
Greenwich	Events which tie in to four managed areas of the borough. Each area has one winter and at least one summer event – the Great Get Together.	No central events budget, managed by separate departments No income-generation targets, etc, or charges for park hires. Council event organisers are not charged for use of the parks. Community and voluntary event organisers are not charged for use of the parks if it is a public, open, free event.
Hackney	Hackney One Carnival. programme of events in 2010 based around health and well-being. Three of these events will be core council events	£100,000 strategic commissioning fund External funding/sponsorship Hackney One Carnival funded 65 per cent by council, 35 per cent Arts Council
Hammersmith and Fulham		Small budget for council run events but mainly externally funded or sponsored
Hillingdon	Bigfest Medfest Hayes Carnival.	
Hounslow	On behalf of Hounslow John Laing Integrated Services organises: Bedfont Lake Country	External contract, information not available

	<p>Fayre</p> <p>fireworks displays</p> <p>Brentford Festival.</p>	
Islington	<p>Love Parks Week – events take place in parks across the borough</p>	
Kensington and Chelsea	<p>Across the Street, Around the World</p> <p>In transit in summer</p> <p>Jubilee fireworks and displays</p> <p>Opera Holland Park, and various public</p> <p>outdoor arts installations, including Exhibition Road and a seven-day festival for the Olympics</p>	<p>Individual departments budgets but commercial emphasis on funding events</p>
Kingston	<p>Think in Kingston</p> <p>Aspire, Sakoba Youth Dance Festival</p> <p>Go Kingston Go (Sports and Art outdoor event)</p> <p>Muybridge Festival</p>	
Lambeth	<p>Lambeth Country Show</p>	<p>Unspecified internal budget with substation commercial sponsorship</p>
Merton	<p>Mitcham Carnival</p> <p>two bonfire and fireworks displays</p> <p>Merton in Bloom competition</p> <p>Cultural Olympiad events</p>	

	<p>Merton Horticultural Show</p> <p>Leisure and green spaces section facilitates:</p> <p>Mitcham Status Fair</p> <p>Cannizaro Festival</p> <p>Filipino Festival</p> <p>The Big Draw</p> <p>Black History Month</p>	
Newham	<p>Newham London Run</p> <p>Sunday Fun Day</p> <p>The Mayor's Newham Show</p> <p>Newham Carnival</p> <p>Under the Stars</p> <p>Fireworks Display (Bonfire Night)</p>	
Redbridge	<p>Wanstead Festival,</p> <p>Area5 'Our Community' Festival</p> <p>Inspiration</p>	
Richmond	<p>Larks in the Parks</p> <p>Holi Festival of Colours</p> <p>On the Edge – free festival of world music</p> <p>Twickenham carnival</p>	
Southwark	<p>Silver</p> <p>The Mix</p>	
Sutton	<p>Mayor of Sutton's charity events</p>	

	<p>IMAGINE festival</p> <p>Take Part, Take PRIDE</p> <p>Sutton Christmas lights switch-on</p> <p>Shopping events</p> <p>other high street events (around 12 per year)</p> <p>environmental fair event annually</p> <p>Hackbridge Carnival</p>	
Tower Hamlets	<p>Approximately 90-100 events take place each year, with various levels of involvement from the events team. Approximately 10 of these are directly organised or delivered by the team including Paradise Gardens, fireworks, Baishakhi Mela, plus 2012-related events and other one-offs.</p>	
Waltham Forest	<p>Waltham Forest Mela</p> <ul style="list-style-type: none"> • Chingford Day • Green Fayre • Young People's Caribbean Carnival • Leytonstone Car-Free Day • Light Up Langthorne Park • fireworks 	
Wandsworth	<p>fireworks</p> <ul style="list-style-type: none"> • music at the bandstand • national events planned 	No central budget

	<p>for 2012</p> <ul style="list-style-type: none"> • civic, armed forces, and remembrance events • Holocaust Memorial Day • elderly away days <p>Arts:</p> <ul style="list-style-type: none"> • arts festival • artists' open house 	
<p>Westminster</p>		<p>The special events team does not fund events in Westminster, apart from West End Live, which is organised by the communications team.</p> <p>However, for events organised by community groups organisers are advised to contact local ward councillors to apply for potential funding as each ward has a £100,000 budget assigned for community projects.</p>