

Brent Arts Development Strategy 2011-2015

Placing art at the heart of the community

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Foreword

There is a tremendous thirst for cultural activity in Brent. The council is committed to the development and encouragement of a broad range of cultural activities that help to bring communities together and showcase the borough at its very best.

Cultural activities contribute to a safe, healthy and cohesive community. This is why we have supported and promoted a wide range of activities in the borough for a great many years, from reading groups in libraries to displays in our parks, games in our sports centres and art in our galleries and public spaces. We have worked very successfully with key partners to ensure that local people can enjoy the world class cultural opportunities that are right on our doorstep, such as Wembley Stadium and Arena, the Swaminarayan Temple and the Tricycle Theatre .

The council has an important leadership role in helping to ensure that local communities can benefit from cultural events and activities by celebrating the things they value, learning about other cultures and simply having fun. We use initiatives such as ward working to respond to resident's needs and projects such as Fabric of A Nation at Brent Museum and the Lexi Cinema are examples of the many beneficiaries.

We want Brent's cultural events to reflect people's sense of pride, identity and connectedness. This Arts and Festivals strategy supports that aim. We want to encourage greater community ownership and delivery of cultural activities in Brent. We hope all our partners will continue to work with us to deliver a programme we can all be proud of.

Cllr James Powney
Lead member for Environment and Neighbourhood Services

1. Brent Council's Vision

Brent will be a thriving, vibrant place, where our diverse community lives in an environment that is safe, sustainable and well maintained. All our services will enable local people to fulfil their potential and improve their quality of life. Public resources will be used creatively and wisely to produce lasting benefits for our residents and the borough. Our commitment to reducing poverty, redressing inequality and preventing exclusion will be at the heart of all our actions.

Brent: our future 2010-2014

2. Principles

Brent Council's Arts Development Strategy has been developed to reflect and support the key principles of Brent's Cultural, Sport and Learning Forum (CSLF).

In the Cultural Strategy for Brent, adopted in 2010, the CSLF adopted eight key principles to guide its work. These are:

- Enhancing cultural vibrancy – Brent's infrastructure
- Supporting the cultural economy – arts, culture and creative industries
- 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
- Increasing participation – access
- Promoting health and well-being – use of parks and open spaces

The key aim of the Cultural Forum is:

To develop and support a range of cultural opportunities that are engaging, accessible and enriching for all local communities.

3. Priorities

Below are the proposed priorities for the Arts Development and 2012 Team for 2011 - 2015

Supporting the regeneration and infrastructure investments underway

Over the next three years, the Council will be focusing its resources the new Civic Centre in Wembley and, subject to Executive approval, the redeveloped Willesden Green Library Centre in the south of the borough. Two potentially brand new libraries, a new museum, arts development work in South Kilburn and Harlesden and exciting new public spaces will create opportunities to foster creativity and community participation. Additionally the council will build on the partnership with the Tricycle Theatre, developing the existing service level agreement to ensure the Brent residents benefit from this valuable cultural resource in the borough.

The council will use the arts to encourage participation and responsibility for the borough's cultural assets and public spaces.

- **Promoting the cultural economy**

The creative economy in Brent is complex and diverse, ranging from national facilities such as Wembley Stadium, Wembley Arena and major television studios to a wide range of individual artists and performers. Promoting the creative economy creates social and economic opportunities for Brent residents and the team will focus on improving cultural leadership in the borough, particularly through the work of the Culture, Sports and Learning Forum. Locally based practitioners can be supported into careers and businesses related to their art forms and the council can showcase existing areas of cultural economic activity in the borough, such as textiles, music, carnival arts and writing.

By embedding the arts in our planning processes we can ensure residents benefit from cultural and community facilities alongside commercial developments.

- **Commissioning and promoting art** (*picture of IKEA public art when available*)

The team will create a structured programme of commissioning artists to both create art and animate public spaces with performance. The Council is already a significant patron of the arts due to the extensive regeneration of the borough in recent years. The team will continue that work, enhancing the environment for residents and visitors and promoting Brent as a vibrant cultural centre. The council will be looking to encourage and promote the best of Brent talent in the arts as well as bringing prestigious artists into the borough.

- **Promoting arts and cultural activity linked to the 2012 Olympic and Paralympic Games.**

The cultural elements of the Games will dominate the work of the team in the first eighteen months of the strategy, promoting arts events that reflect the borough's love of sport and its connections to communities across the world. A programme of community engagement linked to the Games is already in

place to maximise the opportunities created by the borough's hosting of five major sports and to ensure a tangible legacy for residents.

4. Background

Brent is an exceptional borough with a thriving arts and cultural scene. It boasts a wide range of exciting destinations, from the country's national stadium, a major entertainment venue and a pioneering theatre to carnival arts projects, community galleries and a diverse collection of local artists and performers.

Brent Council recognises the important role arts development plays in strengthening community cohesion, enhancing health and wellbeing, creating employment and improving life chances for residents. At a time when central government funding for the arts is being drastically cut, reflecting the wider pressures on public spending, the Council remains committed to excellence in arts and culture. Brent needs to take the lead in developing its local talent, raising the game in terms of excellence and ensuring that all residents have access to top quality arts and cultural experiences.

There is a clear commitment to the development of an improved arts and cultural offer in Brent and a strategic context for change outlined in the council's Corporate Borough Plan, Brent – Our Future 2010-2014 and Brent's Cultural Strategy 2010-2015. Brent is a key partner within the Brent Culture, Sports and Learning Forum which developed Brent's Cultural Strategy adopted by the council in 2010. The Cultural Strategy acknowledges the importance of culture in Brent as 'an essential ingredient of a thriving and confident borough' and aims to create a vibrant and accessible cultural scene in the borough.

The opportunities created by the development of the Civic Centre and the potential development of Willesden Green Library Centre are unprecedented in recent years. Newly built, state of the art facilities with surrounding public spaces will create capacity for showcasing local, national and international art and performance in the borough. Existing partnerships with cultural assets, such as the Tricycle Theatre, Lexi Cinema, Wembley Stadium and Fountain Studios can be developed to maximise cultural opportunities. Other council buildings such as sport centres and libraries can also be utilised in a coordinated improved cultural offer. Through developing the Council's relationship with the Culture Sports and Learning Forum, links with local businesses and commercial culture providers can be strengthened

The council launched a consultation with local people about its provision of Arts and Festivals activities on 7 March 2011, which closed on 26 April 2011. The majority supported the four priorities for arts development, with the two most popular being supporting regeneration and the creative economy. Feedback indicated that people felt that what the council provided should be more equitable.

The feedback from this consultation was considered along with other consultation and evaluations to help shape this strategy.

5. Brent the Borough

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 suburban in character with an older population whilst the south experiences many of the challenges faced by inner city communities.

Ward Map



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 7 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.

Population and Populations Projections

Brent's population is growing and changing. Recent figures indicate significant numbers of people moving into the borough creating new emerging communities. Brent also has significant numbers of transient people. Brent is one of only two local authorities serving a population where the majority of people are from Black and Minority Ethnic communities. 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.

Nearly 8% of Brent's population is classified as refugees or asylum seekers.

Currently the wards with the highest population figures are Stonebridge, Kilburn, Mapesbury, Queensbury and Dudden Hill.

Black and Minority Ethnic Groups

54.4% of Brent residents are from black and minority ethnic communities. These groups comprise of established Indian, Black Caribbean, Black African and Irish communities as well as emerging Eastern European, Somali, Turkish, Hispanic and Portuguese communities. Brent residents speak over 130 different languages. These diverse communities are spread across the whole borough.

Age Structure

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. In contrast, only 14% of the population are of pensionable age.

Deprivation

The 2007 Index of Multiple deprivation identified Brent as the 53rd most deprived area out of 354 boroughs. This ranking now places Brent within the 15% most deprived areas of the country.

Deprivation experienced within the borough is characterised by relatively high levels of long-term

unemployment low household incomes and dependence on benefits and social housing. In addition, qualifications and skills levels in Brent are low and Brent ranks 6th 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.

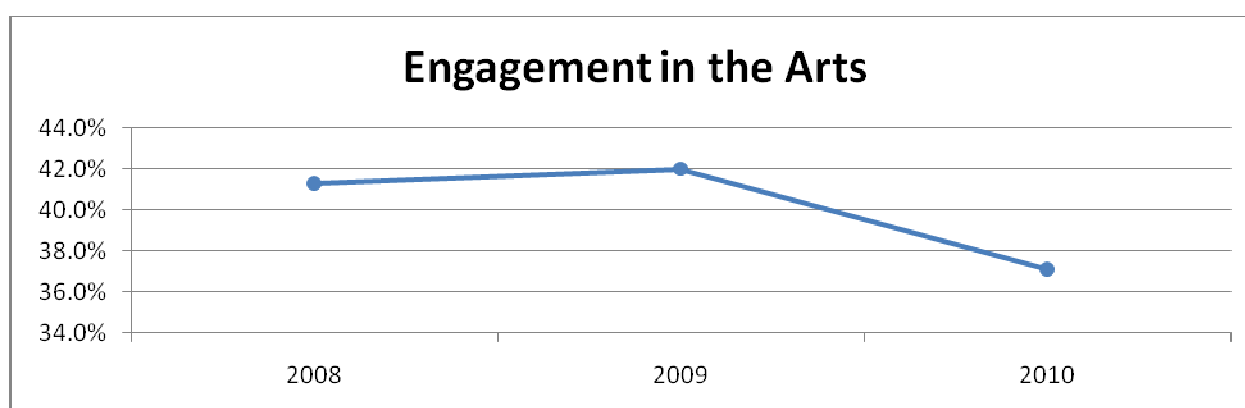
assets, particularly the most important ones, seem to be reasonably well-spread across the borough. However, there are relatively few facilities in Alperton, and on the northern peripheries of the borough.

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.

Participation

Brent's performance against the National Indicator NI 11

Brent's performance against the (now defunct) 'Engagement in the Arts' indicator declined from 41% in 2008 to 37% in 2010 and was in the lower quartile for London boroughs. This demonstrates the need for a more focused and visible arts offer.



A substantial proportion of Brent residents do not take up the cultural opportunities that living in London offers. However it needs to be recognised that a lot of cultural activity takes place that does not fall under the government's criteria, such as religion based and 'under the radar' community activity. Nevertheless, 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 patchy.

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.

Brent has taken a first step towards an audience development strategy for the borough by participating in Reach, an Arts Council initiative for arts professionals to develop their skill in identifying and reaching audiences. The Arts Council (and the DCMS) has flagged the importance of ‘audience development’ as a pre-condition. Brent also contributes to theSeer, an online networking and information resource for voluntary and arts sectors.

7. Strategic Context

Local

Brent’s new **Corporate Strategy** Brent Our Future sets out an ambitious vision for Brent over the next four years:

- 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.

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 wellbeing – use of parks and open spaces.

London 2012 Olympic and Paralympic Games

In the summer of 2012 London will host the Olympic and Paralympic Games, welcoming the world to the biggest sporting event and cultural spectacular in London since the millennium. Brent will use the power of the London 2012 Games to inspire and engage residents and businesses through exciting events that motivate stimulate and bring about change - all of which will be delivered working with our partners and stakeholders in Brent.

Brent Council is committed to securing the maximum benefits from the London 2012 Games to create a lasting legacy for our young people, residents and local businesses.

Inspiring Brent, the council's 2012 action plan, sets out the following five themes are priority areas:

- Young Learners
- Business and Skills
- Culture and Events
- Sport and Health
- City Operations and Sustainability.

Brent Council will use the Cultural Olympiad as a catalyst to celebrate the rich diversity of the borough providing a platform to explore and showcase our cultural heritage. Working with a range of partners, including boroughs across West London, local artists, cultural organisations, voluntary groups and national arts bodies, the programme will involve all our diverse communities in an ongoing celebration of our multicultural heritage. The plans build on the opportunities brought about by Wembley's regeneration to create a new tourism destination within Brent and build capacity within creative industries to benefit from economic regeneration across Brent.

Key areas for arts and culture include:

- securing a cultural legacy and build lasting partnerships nationally and internationally from engagement with the Cultural Olympiad
- maximising the potential of our unique diversity to develop West London Story
- a wide ranging programme of cultural activities celebrating the London 2012 Games
- developing a programme of activities across Brent Library Services inspired by the London2012 Games
- using the power of Paralympic Games to engage and inspire the disabled community to participate in arts and culture across the borough
- developing our museum and archive to celebrate Brent's heritage and involvement in the 1948 and 2012 Games
- working with our West London borough partners to deliver joint events allowing residents to celebrate the London 2012 Games
- animating our civic spaces for the enjoyment and use of all our communities
- developing the capacity of artists to showcase their talent to secure a legacy from the 2012 Games

The Brent Placemaking Guide

The Brent Placemaking Guide provides a means to deliver excellence in the borough's public realm through good urban design. It aims to achieve a safe, attractive, accessible and inclusive environment by setting out public realm policy and design guidelines and specifications for materials, street furniture and the layout of streets and spaces that fall within the control of the council.

It also seeks to develop civic pride and foster a sense of public ownership in the street scene and looks at ways of encouraging the use of streets and spaces for community activities.

Regional

The **Mayor of London's** 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. 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 **Greater London Authority** (GLA) is supportive of plans to develop festivals, productions and exhibitions that will form the city's celebrations of the Olympics. Whilst Brent Council recognises that all institutions have limited resources, the GLA role is vital through the influence that can be exerted on Arts Council England,

"We must continue to invest in creativity - this is not a time to be lowering ambitions"
Boris Johnson, Mayor of London

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National

Arts Council England (ACE) sets out its view for the impact of the arts in 'Great Art for Everyone' 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'.

In 2011, as part of the Government's Comprehensive Spending Review, ACE's budget was cut by 29.6 per cent.

Brent currently plays host to 5 'national portfolio' organisations funded by ACE,

The Tricycle Theatre and cinema
Elimu Carnival Club

Mahogany Community Ventures
Third Text
Children's Bookshow

The council is committed to working with these organisations and ACE to ensure maximum community benefit.

8. Spotlight on Key partners and Projects

Brent's Culture Sports and Learning Forum



The Brent Culture, Sport and Learning Forum (CSLF) created and are delivering Brent's Cultural Strategy for 2010-2015. It is the first time that there has been a formal structure for partners from local businesses, the arts, sports and learning providers to work with Brent Council to develop a shared vision with objectives and goals fed by the dynamic energy from both private and public sectors.

The Cultural Strategy was launched in February 2010 at Wembley Stadium with a combination of keynote speeches and cultural performances from Brent's young people and local artists.

We are now working hard to ensure the partnership delivers on the goals we have set together to make a difference.

One of the key resources delivered so far by the CSLF has been the **visit Wembley visit Brent** website www.visitwembleyvisitbrent.com

Brent's New Civic Centre



Our new Civic Centre, due to open in spring 2013 is key to our efficiency and improvement strategy, acting as a catalyst to help transform the local landscape and the way we deliver services throughout Brent.

The building will be a community hub with a state-of-the-art library and multi-functional community facilities. It will provide unique and iconic wedding and events facilities, and both indoor and outdoor spaces which can be used by Brent's communities to deliver cultural projects and as performance or cultural celebration spaces. The arts development strategy has as one of its priorities the provision of quality cultural experiences in this iconic building and others across the borough.

The Tricycle Theatre



The Tricycle Theatre has established a unique reputation for presenting plays that reflect the cultural diversity of its community, in particular by Black, Irish, Jewish, Asian and South African writers, as well as for responding to contemporary issues and events with its ground-breaking 'tribunal plays' and political work.

Education and community activities are an integral part of the artistic output of the Tricycle. Last year there were more than 46,000 attendances by young people to see films and plays, or to take part in workshops.

The Tricycle's home in the London borough of Brent comprises a theatre, cinema, art gallery, café and bar, and it is open all year round

As a result of the funding from Brent and the conditions of the SLA, in 2010/11 the Tricycle provided

- 137 artist in residence sessions for school groups
- 116 artist in residence session for young people aged 11 to 17 who are newly arrived to the UK with refugee, asylum seeker or migrant status
- 612 sessions for socially excluded 15-26 year olds
- 66 confidence building sessions for young people

In total, in 2010/11 the Tricycle's Education & Social Inclusion Programme provided over 46,000 experiences for children & young people of whom at least 90% were from Brent

Willesden Green Library Centre and the Greenhouse Project



Work is currently underway to explore the potential of redeveloping Willesden Green Library Centre as a council service centre and cultural hub for the borough. Whether or not the project goes ahead, the centre is a key focus for cultural activity in Brent, with its library, art gallery, museum and archive. One of the arts development priorities identified is to focus on animating public buildings and spaces with quality cultural art and performance. The Arts and 2012 team have developed a 'hothousing' project at Willesden Green to give artists and performers a chance to showcase their skills. This will enable the team to build a picture of available talent and resource while they develop the cross borough cultural programme. The project goes live in July 2011 with the establishment of a regular 'world market' and a Saturday art market.

South Kilburn Studios



A partnership between Brent Council, The Architecture Foundation, the South Kilburn Neighbourhood Trust and Practice Architecture has regenerated a site in Canterbury Road, South Kilburn. The project has created a series of studio spaces occupied by creative industries.

The tenants of the studios have pledged – in lieu of rent payments – to train a young person from the local area, helping them learn the skills of their profession and build a portfolio in their chosen trade.

There are 13 studios each with at least one trainee until September 2011. There is also an ongoing series of public events including workshops and open studios.



Ward working in Brent

Brent Council believes that councillors, residents, community groups and partners such as the police working together at neighbourhood level can help us to develop better response to local issues, improve neighbourhoods and deliver better services.

Ward Working operates in every ward in Brent. Every ward has a budget of £20,000 to tackle the top issues of concern. The money is for one-off capital projects. We aim to find new or innovative ways of tackling issues to provide lasting solutions. The money isn't used to substitute for things that should be done anyway.

Projects linked to arts and culture that have benefited Brent residents in 2010/11 included:

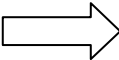
- Youth drama at the Granville Centre
- A partnership with a local radio station in Harlesden
- Manga art classes in libraries for young people
- Media equipment in school to benefit both pupils and the local community
- A project to support local Portuguese food businesses to take part in open air cultural events in the borough
- A music arts programme with the Albanian community
- Graffiti workshops for excluded young people
- Kathak dance sessions for young people

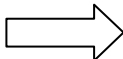
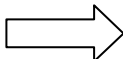
9. Arts Vision and Priorities

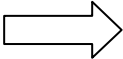
Brent Council recognises the life enhancing quality of the arts and their significance for both individual and community development. The council aims to host, nurture and embrace an accessible, balanced and multi-faceted range of arts activities across the Borough which are vital, relevant, innovative, educational, entertaining and enterprising.

The council’s vision for the future of Arts provision in Brent aims to develop a range of cultural opportunities that are engaging, accessible and enriching for all local communities.

The goals will be used to form an action plan for delivery against these priorities.

Arts Vision, priorities		Arts Goals
<p>Promoting the cultural and creative economy</p> <p>Brent has a complex and varied creative economy, from the biggest television studios in Europe to the many individual artists, musicians and performers. Promoting the creative economy and economic opportunities for all residents will make Brent a better place to live. The team will focus on ways to improve the opportunities for cultural and creative entrepreneurs, including promotion of events and facilities, and improving visible cultural leadership.</p>		<ol style="list-style-type: none"> 1. Develop and implement a marketing strategy that undertakes to consistently and accurately promote the cultural offer in Brent encompassing both digital and more traditional print mediums to ensure widest possible take up of offer. 2. Further develop the original Brent Bounce capacity building programme to ensure ongoing access to a programme of business development and skills training sessions, provide advice for the creative sector in Brent, ensuring they have the requisite skills to sustain a creative business over a long period. 3. Work with Brent’s Employer Partnership and other bodies to ensure ongoing support, inclusion and involvement by and with the creative sector in Brent. 4. Develop and implement a simple and transparent method for engaging with creative businesses across the borough and communicating to them opportunities to engage in council wide opportunities and events. 5. Champion cultural leadership through mentoring and other training/developmental opportunities as they arise 6. Attract diverse and high quality artistic activity to the borough both to be enjoyed and learned from. 7. Champion areas of Brent (for example Wembley and South Kilburn) as new creative districts. 8. Work with a range of partners to exploit potential opportunities for using disused buildings or other vacant spaces for use by creative sector.

Arts Vision, priorities		Arts Goals
<p>Supporting the regeneration and infrastructure investments underway</p> <p>The council is undertaking various major regeneration programmes. The next three years is planned to include major new cultural centre in Willesden Green, a redeveloped museum and the large scale redevelopment of Wembley, including a new Civic Centre. The Arts Development Team is integral to this process, promoting development which will foster creativity and participation.</p>		<ol style="list-style-type: none"> 1. Focus the arts team towards programming for the 'capital' infrastructure within the borough such as the new Civic Centre and the potentially redeveloped Willesden Green Library Centre. 2. Develop local, regional and national partnerships across arts and cultural organisations to ensure correct positioning of Brent to take advantage of cross-sectional developments and opportunities. 3. Identify funding pots applicable to arts/cultural promotion/delivery specifically that can be used to leverage further funding (or provide match funding) across the wider regeneration agenda. 4. Increase the number of accessible and affordable arts venues (performance/rehearsal/creation spaces) in the borough by exploring potential uses in vacant buildings and lands across the borough. 5. Ensure that arts is embedded in the regeneration of the borough by using planning powers to create art and cultural facilities
<p>The 2012 Olympic and Paralympic Games</p> <p>For the first year and a half of this strategy, the dominant cultural event will be the Games. Brent is proud to be an Olympic borough, hosting five major sports in the Stadium and Arena. Alongside our important sports participation programme, and the operational work of managing the events, we are already promoting arts events that reflect London's love of sport and Brent's network of connections all around the world.</p>		<ol style="list-style-type: none"> 1. Deliver the Brent 2012 Community Engagement Plan 2. Work strategically across council departments to ensure all opportunities to showcase local talent in the lead up to and during games time is taken advantage of eg offering local talent to corporate events booked in our parks 3. Champion Brent local talent and businesses to Olympic bodies (LOCOG/GLA/LDA etc) 4. Develop key communications vehicles to ensure all opportunities to engage in 2012 related activity in Brent are made known to interested parties. 5. Facilitate temporary (or meanwhile) use of both virtual and physical performance space around Games time to ensure local talent is showcased to visitors.

Arts Vision, priorities		Arts Goals
<p>Commissioning and promoting art</p> <p>The council is a significant patron of the arts through the commissioning of works in new building developments (often called reward funding). This is key to promoting Brent as a vibrant cultural centre and enhancing the environment for everyone. Given the scale of developments, especially at Wembley, we will be keen to see more performance work as well, animating our public spaces and inspiring people to see their borough in new ways.</p>		<ol style="list-style-type: none"> 1. Develop and implement a council wide standard template for the commissioning of any and all public art across the borough, focusing on common key assessment criteria which align with the council's wider priorities and agendas. 2. Develop the "soft infrastructure" of the Brent based artists and partnerships with clear links to Council outcomes and the principles of Brent's Cultural Strategy. 3. Develop a capacity building programme whereby local artists who are keen to tender for commissions understand and are skilled up to tender successfully 4. Develop new methods of communicating arts practice in the borough including open studios and other similar schemes. 5. Provide and promote a range of accessible opportunities for direct participation in the arts by Brent's residents.