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London Borough of Culture

Status: **Assess** Change Management Report Project ID: **P10944**

London Borough of Culture London Borough of Culture

12 unapproved blocks Collapse all blocks ()

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New block with edits

There is no approved version of this block

Unapproved changes on 13/11/2017 by ██████████

Project title
London Borough of Culture

Bidding arrangement
London Borough of Brent

Organisation name
London Borough of Brent

Programme selected
London Borough of Culture

Project type selected
London Borough of Culture

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New block with edits

There is no approved version of this block

Unapproved changes on 16/11/2017 by [REDACTED]

Name of Borough.

Brent

Borough address.

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Wembley HA9 0FJ

Name of contact person.

Carolyn Downs

Position held.

Chief Executive

Directorate.

Chief Executive's Department

Department/Business Unit.

Chief Executive's Department

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Senior administrator in Chief Exec's office

▲ Contact with us[Jump to Project Overview \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

**If you have discussed your activity with a member of GLA staff,
please tell us their name (or names), if you know, and which team
they work in**

[REDACTED]
Senior Policy Officer – London Borough of Culture

If you are related to any elected GLA members or GLA staff, please tell us about your relationship with them, their name (or names) and which team they work in

n/a

▲ Project Overview

Jump to Making an impact ()

New block with edits

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Unapproved changes on 30/11/2017 by [REDACTED]

Which year are you applying to become the London Borough of Culture?

2020

If you have a preference for a particular year, please tell us why

Brent is applying to be Borough of Culture in 2020. Wembley will host the Euro 2020 football semi-finals and finals and we want to capitalise on the audiences and attention this will bring. 2020 is also the final year of the OPDC's Great Places project; we would like to maximise the impact of this Arts Council and Heritage Lottery supported scheme by connecting with our partner. Finally, 2020 will give us two years to prepare, work responsively and flexibly with young people to ensure they are actively involved in shaping and participating fully in our Borough of Culture year.

How much funding are you applying for from the GLA in this application? (£)

1100000

How much will your programme cost in total? (£)

3210000

Provide a summary of the proposed programme.

Brent's story has never been told. Finding Brent will explore London's longest-running demonstration of diversity and celebrate all that comes from it. Brent is the home of Zadie Smith, reggae, Wembley Stadium, the Grunwick Strikes, the Tricycle Theatre and the biggest Hindu Temple in Europe. Through partnerships we will explore the stories, art and emotions that hold life in Brent together. Working with [REDACTED] Zadie Smith and every school and library in the borough we will programme a cultural festival along major high roads and railways lines; compose an anthem for the borough; create a 'Museum of All Brent Life' and an exhibition of sound systems. Our bid has been guided by young people and our programme will give them real power to set a new direction for public investment in art and culture in the borough.

The programme marks an inspiring commitment to put culture at the heart of everything we do.

▲ Making an impact

[Jump to Celebrating creativity \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Describe your borough, its people and places. We want a snap-shot of your borough profile and where you see its future, demonstrating a clear evidence base and a statement outlining why you need this award.

Welcome to Brent – a borough with its head in the city and its toes in the suburbs. A continuous flow of ideas, people and culture meet here – a place which has four tube lines with 21 tube stations, a long, perfectly straight road that runs for five miles from the edge of zone one to the tip of zone five; a place where the Grand Union Canal crosses the River Brent, where the North Circular meets the M1 and where the brand-new Elizabeth Line will interchange with HS2. All these tracks, flyovers and road-houses frame Brent's districts and their stories. Metroland started at Neasden. Reggae arrived in Harlesden and Wembley is a national canvas on which we paint hope and joy.

Brent talks for London too. Zadie Smith may live in New York, but her writing still lives in Brent. And whatever's in the capital, is indexed here: industries new and old, plus 10 libraries, 16 mosques, 6 temples, 54 churches, 100 parks and green spaces, 7 swimming pools, 880 community and voluntary groups, 5 art galleries, 1,138 allotments and, of course, an arena and the national stadium.

Small creative businesses are a big, and growing, part of our cultural life. Saris are made and sold on the Ealing Road. Church Road's record shops and promoters are name-checked by US rappers and MCs. Since 1934 the Ace Café in Stonebridge has been a mecca for motorcyclists from around the world. The borough is alive with bric-a-brac shops, fabric traders, bakeries, small restaurants and independent pubs.

Brent has been diverse for as long as it has existed. 149 languages are spoken in Brent and just 57% use English as their main language. In 1971 - the first year data was collected – Brent had by far the largest foreign-born population of any London Borough, so for almost as long as it has been an urban area, Brent has been an exercise in negotiating difference. This has meant more here, and for longer, than anywhere else in London. It was during the Grunwick dispute at Dollis Hill in 1974 that the interests of migrant workers were first supported by trade unions. By the 1980s Brent's classrooms were the most cosmopolitan Britain had ever seen. In 1995 the

Neasden Temple opened, becoming the place where Britain discovers Hinduism. Today, Brent provides homes to refugees from all over the world.

The borough's theatre and music have always reflected this incredible diversity. For 40 years the Tricycle Theatre has pushed at cultural boundaries, transferring multiple productions to the West End. Figureheads of Britain's cultural dynamism and curiosity have lived here too, from Bob Marley and Dennis Brown to Twiggy, David Baddiel, Riz Ahmed and George the Poet. And today The Library at Willesden Green is a blueprint for a modern library serving a community with a huge variety of needs.

None of these efforts come easily, though. Brent's cultural organisations have to work with asymmetries of money, time and resources. For example, Brent is the home of football, but has no professional team of its own. It contains a wealth of cultures from around the world, yet only hosts two Arts Council National Portfolio Organisations - one of the lowest number in London. Brent is fantastically well connected to the rest of London and the country, but most traffic simply passes through. The result is a borough that is lacking a collective story and a shared cultural identity that makes sense across its patchwork of neighbourhoods.

For many here, therefore, there is a palpable sense that Brent has been bypassed. Arts tourists, artists looking for galleries, bands looking for gigs all head east and south. Arguably, the last nationally significant cultural event in the borough was the British Empire Exhibition of 1924. As a result, Brent's artistic activity has never been fully appreciated by the rest of London, or offered the support it needs to develop.

Please continue your answer below if required

Young people come off worst. Most school-age children need to leave the borough to experience theatre, music and visual arts. Older young people seeking a career in London's creative industries need to head east for office space, and studios. With the borough's population growing (by 18% 2001-11) the use of public space has become increasingly contested, and young people feel squeezed out. With many youth centres now closed it's not surprising that during the consultation for this proposal many young people reported libraries so crowded they find it hard to find a seat. 87% of young people who live in Brent go to school in Brent, so our bid sees young people as the borough's most vital residents and will draw on their energy to develop its creative and cultural life.

2020 will create a moment for Brent to come together for the first time in a way that will change life in the borough for a whole new generation of Londoners. But being such a connected place, what happens in Brent never stays in Brent. Our Borough of Culture year will work across the whole borough, with focus points in Kingsbury, Harlesden, Kilburn and Wembley. But we will create stories and art that resonate far beyond our boundaries. 2020 will be both the first year the UK is no longer part of the EU and the year Europe's eyes focus on the borough for the Euro 2020 football championships. The appetite for new, refreshing stories about Britain and its relationship to the rest of the world will therefore be intense, and Brent can be the place to tell them.

Winning the bid will be a huge statement of support for the young people, creative businesses, and arts organisations in the borough, and will be an opportunity to grow the places and spaces in which new culture can thrive. This will be led by a local authority which, after 10 years of austerity, detrimentally impacting culture and the wider public realm, is now committed to creating a new framework that gives permission, space and opportunities for new and lasting culture in the borough.

Explain how becoming the London Borough of Culture in 2019 or 2020 will help you achieve your ambitions and create long term change.

The process of putting together this application marks a fresh approach for Brent Council. We have worked in collaboration with our communities and our cultural stakeholders, through a wide-ranging and rigorous engagement, to establish a shared ambition and a clear sense of purpose for culture in the borough beyond anything we have dared dream of before. We have been able to evaluate what culture means to Brent and how we can change what we do to put culture at the heart of every council department. More than 90,000 have watched our video 'This is Brent', many posting comments, images or videos to #backbrentsbid on social media and on www.brentculture2020.co.uk. We know that the future of culture matters to the people of Brent. We want to put culture at the forefront, not just for 2020, but in all our work over the next two decades.

We have developed three core outcomes that will support the changes we want to make. Each outcome corresponds to the borough's Local Plan and will use cultural and community resources delivered through the commitment and aspirations of local NPOs, major cultural venues and grassroots organisations. These will be supported by national partners to ensure the highest-quality artistic practice is at the heart of our plans. These outcomes are:

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

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

Throughout the consultation for this bid we have learned some hard truths: of the many young people who have been working with us, not one of them had ever been to the Tate and none of them knew what the National Theatre or the Tate was. During 2020 we will change this disconnect to London's cultural experiences by ensuring we link our young people and children with London's arts and culture. We will do this through two commitments. First, through establishing a new trust for delivering culture in the borough (Legacy Commitment 1) - and, in a bold move, ensuring that 50% of the trust's board is both from the community and under the age of 30. Second, for 2020 we

will establish a long-term learning programme, in partnership with national cultural venues, artists, authors, poets and playwrights, that stimulates schools to place culture in every classroom.

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

While we celebrate Brent as one of the most diverse boroughs in London, creating common space and a local identity can be a challenge. Winning the bid will enable us to create an exceptional programme that brings people from all the communities in our borough together, creating roles for them as participants, audiences, collaborators and volunteers. We want to help create art and music that tell all of our stories, and that remain in the minds of people who live in and beyond the borough. We have started this process with the video that supports our bid, which threads a story through the neighbourhoods and districts of our borough. The video features a newly commissioned poem by Brent-based poet Chris Beschi performed by the Tricycle Young Company, and has amassed over 90,000 views on the day of submitting this application. Collaborating with the most exciting artists and arts organisations across London we will develop this story using the collective imagination of the borough.

Please continue your answer below if required

Success here will mean ambition and wonder are part of every project in our programme. We will ensure this by committing to learning and evaluating all our processes and projects (Legacy Commitment 2). We will also work across all council departments to ensure we attract and accommodate the UK's most exciting artists and creative practitioners. To ensure this happens we will develop a senior leadership working group whose remit will be to build arts and culture into every council department. This team will be chaired by our Chief Executive for four years so we can ensure culture is embedded (Legacy Commitment 3).

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

Brent is currently seen as a place people move away from if they want to work in the creative industries. We want to make a step change in the availability and use of public and community spaces in the borough and an active change in how we see arts and culture events – presenting them not only as commercial opportunities but as a crucial part of the fabric of our society.

Brent 2020 will highlight the contribution creative industries make to life in the borough, demonstrating their role in establishing a heritage that is recognised locally, across London, in the UK and beyond. We will do this by committing to making more space and support available to artists and creative industries (Legacy Commitment 4) in the run-up to and including 2020. We will also commit to making it easier for communities to access existing space (Legacy Commitment 5). Specifically, we will launch the Spacebook – an all-year-round online calendar listing affordable available spaces throughout the borough that are bookable, affordable and accessible for all kinds of cultural activities.

The process of bidding for the Borough of Culture has ignited a change in our thinking about culture in the borough. We are already considering how we can support and advocate for culture throughout all our work. Whether we win or lose our bid, we will find a way to work towards these three outcomes for culture, bringing them together in an 'ambition for culture' statement and putting culture at the heart of all we do.

▲ Celebrating creativity

[Jump to Outcomes & outputs \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your programme will be amazing, ambitious, authentic and all-embracing.

We have called our programme Finding Brent, it will represent a new chance for 'Brent' to become a real and tangible place – to be more than just a council, a river or a ring-road. Whereas the UK City of Culture celebrates places that have existed for hundreds of years, through the London Borough of Culture programme we want to discover our sense of place for the very first time – we want to find Brent. We will explore how Brent has become what it is today, and how we connect to the rest of the capital, the UK and the world.

The author Zadie Smith will play an important role in framing this enquiry, setting the tone for the programme. By creating stories and art that thread lives together in the borough her writing represents what we hope to achieve artistically. Zadie will write four stories which will frame the seasons of the programme. These will help us to shape and refine projects set out in this section, giving a clear narrative to the programme and developing the curatorial direction.

The starting point for these projects is that they should start from the borough, its people and its places. Each project will be anchored in a neighbourhood and will work with a specific audience to explore the past, present and future through their heritage and stories. Our ambition is to bring in partners who will work with the brilliant, authentic cultural output our communities already produce to develop their skills and ensure a legacy.

We have developed seven projects for the Finding Brent programme They will all create moments of wonder, joy and celebration - from the classroom to the arena - and most importantly, represent ways to bring our communities together.

Project 1: Thoroughfair will be a summer-time street party for 200,000 people, with 16 pop-up visual arts, dance, theatre and music commissions. It will celebrate comings and goings and transience, and will be centred on the A5 – London’s oldest, straightest road.

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

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

Project 2: The Museum of All Brent Life will see Brent Libraries commission 10 new art works and will act as ‘the face’ of our Borough of Culture. These will be launched throughout 2020.

Large parts of Brent are unknown to the rest of London and there are a limited number of places in the borough to go to find out about it. We want visitors to experience Brent as an open-air museum for the duration of 2020; at any time visitors should be able to have an inspiring experience of local art, architecture, design, history and life. Artist in residence, Verity Jane Keefe, will create a new body of work with local artists throughout 2020, archiving, working with and living through the Borough of Culture year. We propose reimagining Brent’s 10 libraries (6 council, 4 community libraries)

Please continue your answer below if required

as centres of a borough-wide ‘Museum of All Brent Life’, directing visitors to sites of local interest, art exhibitions and public art works. Volunteers and local societies will have an important role giving guided walks of local streets and places of interest.

Project 3: No Bass Like Home will deliver a major music festival (April 2020) and an exhibition (May 2020) for 82,000 people with eight new commissions that explore the musical legacy of Brent in collaboration with Federation of Reggae Music (Brent-based experts), [REDACTED] [REDACTED] [REDACTED] [REDACTED] Island Records and Trojan Records.

Economic migration to the UK in the 1950s had a huge impact on Brent. We want to tell this story through Brent’s unique contribution to innovative urban music. At the heart of this will be a celebration of the musical legacy of the

Windrush Generation and the musical ties between Brent and the Caribbean. Few people in London know that Brent was the home to Trojan Records, Bob Marley and Island Records. From Brent's perspective, what began in record shops in our borough, became roots, dub, lovers rock, jungle, garage and grime. We will celebrate this with two programmes: first, through an affordable music festival for 12,500 people at Wembley Arena and second, through an exhibition partnership with the [REDACTED] exploring the design of the sound systems that are so important to reggae and dub music. This partnership is designed to encourage our residents to visit London's national institutions.

Project 4: Brent Lives will bring together commissions across film, radio and writing led by young people in collaboration with the international media company [REDACTED] who will work on a not-for-profit basis.

Brent's great diversity crystalises in young people's lives but their stories tend to remain in school corridors, street corners and behind bedroom doors. We want to create a platform for them to tell their stories through an ongoing partnership with [REDACTED] which has a global audience of 540 million people. Working with YouTube channels, The Beat FM, pirate radio stations and community groups [REDACTED] will support young people to make documentaries, record podcasts and write features. They will be supported by mentors including Michael Crick and, we expect, Louis Theroux. With [REDACTED] Brent Lives will reach truly enormous, international audiences. Their team of journalists, editors and film-makers will bring an unparalleled understanding of youth content, providing training opportunities throughout the programme.

Project 5: Seen and Heard is a research project with young people putting them in control of their culture in public space to secure their place in it for years to come. We will publish our recommendations in December 2020 and will commission two interventions during the London Festival of Architecture.

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

Please continue your answer below if required

Project 6: The Anthem will be a community music commission led by a nationally recognised musician exploring identity in Brent.

The Borough of Culture designation will place Brent in the spotlight for the first time. Few people outside London will have heard of Brent - news coverage is likely to question whether Brent is really a place. This project will

play with this idea, commissioning an anthem for the borough that will be performed at the Euro 2020 football championships with a live and media audience of over 600 million. The song will be composed with local schools, choirs, musicians and performers, providing a way of exploring broader questions about what it means to belong to a place when national and supra-national borders are being questioned.

Project 7: Lost and Found, our schools and outreach programme, will take artists to every secondary school in Brent supporting the creation of a Brent Curriculum of place-based learning opportunities.

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

Briefly tell us, what are the heritage themes you might focus upon and what difference will this make for local people?

At the heart of our Finding Brent programme is the idea of 'everyday heritage'. Several of our projects will help people see connections to the past in ordinary, everyday places. Lost and Found will support schools to tell the untold stories of local people who have lead interesting lives. The Museum of All Brent Life will encourage visitors to take a fresh look at the neighbourhoods around our libraries. Thoroughfair and No Bass Like Home will help reveal the musical traditions of Brent's diasporas. We will gather all this activity in A Brent Curriculum – a place-based curriculum for schools which will also be relevant to enthusiasts visiting the borough.

The cross-cutting themes will be:

Immigration and culture: Brent has been shaped by immigration - most notably from Ireland, the Caribbean and India. We will explore how these communities have left their mark on music, architecture and public spaces.

Transportation: Brent can tell the story of transportation. It has an 84-year-old biker cafe, a Roman road, the M1, the Grand Union Canal, 4 tube lines, the North Circular, Crossrail and HS2. We want to tell the story of the people who built these railways and roads, the people who used them and those who were displaced by their construction.

Suburbia: Brent can tell the story of suburban London and how our city has grown to house its citizens. We have late Victorian and Edwardian terraces in Queen's Park, Metroland and Ernest Trobridge's idiosyncratic houses in Kingsbury.

The Grunwick Strikes: We want to place the story of the Grunwick labour dispute into our Borough of Culture programme. Grunwick is both a David & Goliath story of one woman in Brent standing up for her community's rights, and a parable about how social change happens: the strikers were defeated, but they inspired a generation.

Briefly tell us your plans to widen access to and participation in the arts and how you might address inequalities of opportunity in your borough; including systemic barriers you have identified.

Our ambitious partnerships for 2020 will help us develop approaches and ways of working that we can develop further when the year is over.

While Audience Agency data shows arts participation in the borough is average for London, we only have two NPOs and find that many of our residents leave the borough for their arts and culture experiences. However, it is important that we do not alienate activity that is already happening, so our programme is about increasing and broadening cultural participation by both embracing the culture and heritage that already exists in the borough and developing the most exciting partnerships beyond it to raise ambitions and possibilities for culture in the borough.

Therefore, for each of the seven projects listed in answer to question 2.1 we will have two leads: a local Brent organisation that is already embedded within the borough and has important links and an understanding of our complex communities; and a national organisation with a reputation for excellence that can bring excitement and wonder into the borough. We hope this way of working will ensure we can reach new audiences, bring experience of working at scale and can draw on the important work that has already been done in Brent. Furthermore, it will ensure a legacy for culture in the borough that local organisations will expand on post 2020.

We will empower young people through all our projects opening access to culture, and providing them with cultural alternatives to gangs and postcode disputes. We will also create cultural opportunities for our diverse communities to come together, learn from each other and experience each other's arts and cultural heritage.

▲ Outcomes & outputs

Jump to Monitoring & evaluation ()

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

▲ Monitoring & evaluation

Jump to Deliverability ()

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Please tell us how you will monitor and verify the information you collect so you can measure the outputs and outcomes.

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

▲ **Deliverability**

Jump to Exemplary Project Awards ()

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Describe how the project will be well managed. Please address the following areas: good project management; exemplary partnership working; the long-term approach and shared learning.

We will establish a new arms-length organisation to deliver the Borough of Culture programme, which will continue to ensure a comprehensive arts and culture offering after 2020. This charitable trust will have a commitment to benefiting Brent residents and attracting visitors to the borough through a programme of ambitious arts and cultural activity. We will recruit a small team of leading producers, curators, evaluators and marketers who will run the organisation to ensure quality programming is paramount. Following the LBOC investment period we are committed to working closely with the trust and directing CIL opportunities into it. Quintain have committed to directing their small grants programme into the trust. We will work to develop similar commitments from developers across the borough in their planning

discussions with us. Our ambition is for the Trust to become an NPO within 5 years. We will work with Create Associates in the short term to establish the trust and recruit the team to ensure readiness to deliver. We want to use the Borough of Culture year to leverage additional cultural funding to the borough on top of the opportunities presented through HLF and PHF and with local businesses to generate additional support.

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

Establishing a senior management working group for culture we will make the most of future opportunities for arts and culture. Embedding evaluation at the heart of our programme will also ensure we can share our learning and continuously assess, mitigate and manage risk throughout the process. Our internal evaluation champion will support us as we prepare our team and make our plans, and who will feed into the senior leadership team to ensure we are working together to deliver our objectives and achieve the greatest impact.

We have authored our proposal with support from the community, our senior leadership team, cabinet and teams on the ground, with whom we have established our shared values, sense of purpose and planned outcomes. Over 2018 we will need to prepare and carry out feasibility work across our teams in preparation for delivery. Over 2020 we will make the most of opportunities such as the OPDC Great Places programme and the Euro football championships and the audiences they will bring to the borough. We will have a marketing role committed to connecting organic and self-initiated activity across the borough. In order to make the most of investment into culture in the borough we have allocated a post for fundraising and have budgeted for a fundraising advisor to help us make the most of future opportunities.

With only two NPOs in our borough we will need to work closely with partners to be able to deliver the activity we are planning. We also need partners to help us boost our creative ambitions and show us what is possible when you work with artists and creatives. We will build an opportunity for communities by making a series of small grants available to develop fringe activities and benefit from the audiences our large events attract.

Please continue your answer below if required

Each strand of our programme will have a lead organisation based in the borough to ensure the project is delivered in sympathy with the area and to harness the network and audiences on the ground and to support its legacy. Our three host organisations are Tricycle Theatre, Mahogany and the Young Brent Foundation. These will each partner with a national or international organisation in London – such as Art Night, AND and [REDACTED] and Create London – to help expand the reach of our programme and to create an exciting new offer. Finally we will have a lead producer, to take responsibility for each project, attract the best artists and be responsible for delivery and income. This model of partnership between delivery organisations will be important to build engagement.

Volunteers will be crucial to delivery and will work with our networks and systems for volunteers across libraries to be our Brent Hosts over 2020 and we have built in training budget for this.

The engagement that informs this bid has already built an important network of supporters across the borough. These include hospitals, schools, libraries, small businesses, PRUs, regeneration teams, supermarkets, major businesses and job centres. We will continue to work with these supporters throughout 2020 and involve them in our volunteer scheme.

Risk will be managed in accordance with the council's risk management policy. A risk register, with appropriate risk owners, will be maintained for the programme as a whole and for individual projects, the latter allowing for a differential approach to risk appetite.

The council's social value policy will be applied to all commissioned activity, which will support LLW compliance, inclusive employment practices and sustainable development. EQIAs will be carried out on the programme and projects following the council's procedures.

Our proposed budget builds in time and resources for evaluation and learning. As part of the Borough of Culture programme we will support our young people in hosting a conference for other young people in London, at which they can share their stories of leadership and learning over 2020.

Describe how your project delivers value for money.

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

Furthermore this programme will create value for money against the outcome goals across all departments of the council. It will create community cohesion, improved educational and employment outcomes, better health and wellbeing and community safety.

We will collaborate with each partner to bring additional value to the programme. For example, Art Night will fundraise for a further six works as part of Thoroughfare and [REDACTED] Lives will bring a potential audience of 490 million and a skilled team to tell our story on film and online.

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

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

Please outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income and in kind support. Please indicate whether these are confirmed or to be expected.

Brent's 30% match funding of £330,000 against the GLA's £1.1 million has already been signed off and approved by the council cabinet. In addition, Quintain, an investor and developer in the borough, has allocated £200,000 to support Finding Brent. We have budgeted for £250,000 from PHF to support our work with young people and families in the borough, and another £250,000 from HLF to support our reggae and Afro-Caribbean heritage work. We will bring on a fundraiser to support us with these two applications. Over 2018-20 OPDC will be exploring the heritage of manufacturing in Park Royal in partnership with Create London. We will work closely with OPDC to unlock further joint programming funding from local businesses to support additional activity in the borough; we anticipate attracting £10,000 from 12 businesses – between now and 2020. We will also apply to the Arts Council for £250,000 to support a fringe programme around our principal events. Finally we will bring in £421,000 in kind bringing our budget to £3,201,000 in total.

Please describe how your proposal reflects your duties under the Equality Act 2010. How does it address integration and the needs of specific groups who might find it harder to engage and participate?

The council's current Equality Strategy 2015-2019 demonstrates a commitment to promoting equality, diversity and cohesion in everything we do. We aim to ensure that all our current and future residents, staff and stakeholders are treated fairly and receive appropriate services and equal opportunities regardless of their age, caring responsibilities, disability, gender identity and expression, marital status, nationality, race, religion or belief, sex, sexual orientation or health and income status.

Brent is one of the most culturally diverse boroughs in the UK, with people from black, Asian and minority ethnic (BAME) backgrounds now making up 64% of the total population. We continue to welcome new communities today, such as the growing Eastern European, Filipino and Somali

populations. We are proud of our historic ability to welcome different cultures, support their integration and create a context in which people from different backgrounds and cultures feel they get on well together. The cultural diversity of the borough is a major factor in Brent's characteristic vibrancy and dynamism and is the central theme of our bid.

Meeting our equalities commitment is intrinsic to the bid aspiration. The programme creates catalysts for improving community cohesion, social integration and wellbeing. But we also want to use cultural experiences to tackle inequalities in income, education, employment and health. This will be achieved through training and employment opportunities, working with Create Jobs, the Brent Schools Curriculum with A New Direction and a partnership with Central Middlesex Hospital that will take cultural experiences to those who are facing isolation and harnessing the benefits of arts and culture on mental and physical health.

We address integration and the needs of specific groups by taking activity where there are low levels of engagement directly to the communities via our libraries network and schools programme, which are both borough wide. Furthermore we have based our programme on the interests and heritage of the communities that live in the borough to ensure that they are welcomed and have a stake in the activity.

Every element of our bid will be accessible to all. We will work to remove physical barriers to culture and work with community groups and champions rooted in those communities to ensure that the most vulnerable and marginalised have the opportunity to engage in culture throughout the year, by developing free and exciting events and work opportunities. The evaluation process will provide us with insights to deliver a cultural offer that reflects our overall community.

Equalities experts from a local government body representing over 400 councils in the UK have handed us the highest possible award for equalities after a recent review. We have been rated as 'excellent' under the LGA's Equality Framework and ranked 200th in the Stonewall Workforce Equality Index. Brent is the only local authority named in the first ever Best Employers for Race 2017, was listed at the Business in the Community Race Equality Awards ceremony and is a Disability Confident Employer and a member of the Business Disability Forum.

▲ Exemplary Project Awards

[Jump to Confidentiality \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Describe the area (geographic location) of the borough where your project will take place and why here, the local people that will be involved and how you have identified them and the need for this project.

Brent Lives is a borough wide film and multimedia project focused on uncovering the cultural lives of young people in the borough. Young people have been at the centre of this bid and this programme will continue this conversation to understand what culture means to them. Through our extensive engagement we have learnt that while there are few arts organisation in our borough, and little understanding of London's arts institutions there is a huge amount of culture in our streets, homes, pubs, markets and cafes.

Young People across London have been victims of austerity - youth clubs have lost their funding and shut their doors leaving very few places that welcome young crowds. Population growth and rapid development in the centre and east of the Borough have created new rules and unspoken codes that limit where young people can go. Thanks to this, a generation's creativity is lying ignored and malnourished. Fortunately this a DIY generation and they have a lot to teach us.

This programme is about understanding what 16-25 year olds in our borough value as culture. As well as being a film project it will be a research and development programme that provides a starting point and guidance for more investment in culture in the borough.

This project will partner with global media platform [REDACTED] to work with youth organisations, pirate radio stations and social media platforms to find young people who want to talk about their lives. Over 2020, [REDACTED] will be resident in the borough working with young people from Brent to understand what culture means to them.

What is the step-change you want to make or impact you want to have through this project?

Brent Lives will support a new generation of young people to be active in creating, advocating for and being involved in art, music and culture across the borough. It will make organisations in Brent better informed about young people, more receptive to their input and demonstrably more willing to involve them in decision making.

The content created through this programme will create a step change in how others view Brent by establishing a permanent culture platform for the borough. By the end of this project we will have enabled those young people involved to broadcast their stories to millions around the world. We hope that the project will provide a blueprint for other boroughs and cities to galvanise the narrative talents of a generation who grew up with cameras and editing software in their pockets. Through this, we hope to revolutionise local news and empower marginalised communities who have lost their voice within the sprawl of digital journalism.

In achieving this the project will set a standard for empowering marginalised

communities. We hope that the project also sends out a signal to London's creative entrepreneurs, artists and young designers showing that Brent is an interesting, stimulating place to locate a business or start a new project.

Describe the project activity/activities, the creative content and partnerships and how this will be amazing, ambitious, authentic and all-embracing.

Over the whole of 2020 Brent Lives will bring together commissions across film, radio and writing led by young people in collaboration with the international media company [REDACTED]

87% of young people at school in Brent live in the borough. The story of their lives is the story of the most diverse place in Britain and their day-to-day is an exercise in finding ways to live together.

Young people in Brent tend to lead local lives but rarely have a chance to talk about them. In a diverse borough with many nationalities and religions we will look to the street-knowledge of young people and the social-mixing that takes place in school to tell stories that can cross boundaries. We want to give young people a global platform, and in an ongoing partnership with [REDACTED] we will work with YouTube channels, pirate radio stations and youth organisations in Brent to create community news platform. Young people will tell their news stories through documentaries, radio broadcasts and feature writing.

Brent Lives will explore what culture means to young people in Brent. Working with 16-25 year olds [REDACTED] will invest in a year's worth of multiplatform content, exploring the lives, stories, triumphs, tragedies and concerns of young people in Brent.

While there are few arts institutions in the borough, there is plenty of culture. It may not be opera but there is a wealth of food, DIY music venues and creative industries. Building on the work of the Tricycle and the conversations we have had with young people through the process of putting this bid together, we will give voice to what matters to young people. We want to learn how local news and culture content works in a social era and we believe the young people of Brent will be able to tell us. Alongside them, we want to create long-form documentaries, Snapchat snaps, Insta stories, Facebook Live events, and use whatever other platforms have been invented by then. We want music, news, opinion, sports, gossip, comedy and arts coverage reimaged for 2020.

Throughout the programme we will create opportunities that fit with the requirements of the arts award while creating opportunities to learn about media, journalism and film. With Create Jobs we will run a programme for young people in Brent who want to work in the film industry.

The documentaries will be shown to millions and will provide the starting point for our new Charitable Trust. It will also help us to identify the young people who we will invite to be on board of the Trust.

████ are engaging not for profit, but because they believe that this campaign is an exciting new way to engage with and expand upon their audience.

Identify appropriate outcomes & outputs and quantify the level of impact you plan for this project to have.

This programme will work to achieve all three of the core outcomes underpinning our ambition for Brent's culture:

1. Young people will be empowered to feel valued in our community
2. The arts will raise ambitions and inspire wonder to bring communities together in new ways
3. Brent will become a borough known for attracting fantastic arts and culture who will take up spaces and residencies.

Our key outputs will be:

10 Documentaries and short films showing the cultural life of young people in Brent

Brent Culture will be presented to audiences around the world through █████ global network

We will support 25 young people to develop new skills through a Create Jobs programme to develop their skills as entrepreneurs, creators and organisers - particularly those looking to develop roles in the creative industries

10 █████ hosted events for local, artists, writers and musicians with the Lexi and Tricycle.

An evaluation providing recommendations for further programming through the Trust.

How will you monitor the success of the project?

Our proposed budget builds in time and resources for evaluation and learning. We will have monthly evaluation meetings with our partners, stakeholders and key community representatives across the programme and will create 'safe spaces' for feedback. We will partner with the Institute of Cultural Capital at Liverpool John Moores University to support a robust evaluation framework. As the project has media at its heart it will be easy to measure the size of audiences and the extent to which they are engaging with the project. Participants will be encouraged to take video diaries of their experiences throughout the project so we can monitor the change.

Describe how the project will be well managed (including partnerships, long term vision/approach and shared learning).

The trust, which we will establish regardless of the success of bid, will lead on this project and we will bring on a cultural manager / artistic director with experience of similar-scale programming and delivery to realise this project. This role will be a conduit between us, █████ and the community; we will appoint this role together (████ and Brent Council) to ensure they have the experience to work with the differing stakeholders. The Trust will be accountable to a board composed of 50% young people under 30, sector experts and the council.

To ensure the quality of the project █████ will take editorial control and we will set up an advisory board to the project, led by Beat London FM to ensure it is connected to the youth community. In addition to working with █████ the Tricycle and the Lexi we will work with Brent Youth Foundation and Beat FM

to ensure the project is connected into the voluntary sector and work already happening with young people across the borough.

The reach of this project will go beyond the activity developed with [REDACTED] It will be the starting point for a programme of activity developed by the Trust we will establish. We will work closely with A New Direction who will develop a Create Jobs scheme around the project to expand the reach and opportunities for the young people who want to take part in our programme.

Describe how the project delivers value for money.

1. [REDACTED] are the world's biggest urban-youth-media platform. Their networks and profile bring unquantifiable value to the project.
2. The project will feed into the cultural trust that will support culture in the Borough in the future to ensure a strong legacy.
3. The platform is working with the grain of what is already in the Borough - it is an investment in identifying, supporting and connecting talent in Brent. We are not using the money to buy it in from elsewhere.
4. We will build on existing initiatives to maximise local connections and resource via local YouTube channels, and media platforms.

Outline how you plan to secure a minimum of 30% match funding.

Should we be awarded the exemplary project award our cabinet has agreed to match this with funds from the council and has published its commitment to do so. Over 2018-2020 OPDC will be exploring the heritage of manufacturing in Park Royal in partnership with Create London and some the UK's most exciting artists. We will work closely with OPDC to unlock further joint programming funding from local businesses to support additional activity in the borough; we predict attracting £25,000 from businesses for this programme. Finally we will bring in £46,500 in kind.

This programme can be scaled up or down depending on the grant received.

Please confirm that you have completed the dedicated section in the budget template for your exemplary project (in the Deliverability block).

yes

▲ Confidentiality

[Jump to Additional Documentation \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Should we should treat your proposal as confidential information?

no

Should we should treat your financial information, such as your budget and any business plan, as confidential information?

yes

If there is any other information you have provided that you consider to be confidential information, provide your reasons for this below or in a separate letter. If you are sending us a separate letter, please write 'letter submitted' below

-

Can we can keep you informed of our work?

yes

Can we pass your contact details to organisers of marketing activities, conferences and training events?

yes

▲ Additional Documentation

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

I confirm that I have obtained all the relevant internal approvals required for this project.

yes

Finding Brent - Outcomes & Outputs

Complete the table below.

Please set out the **outputs and outcomes** you expect the proposal to achieve over its lifetime. These should only relate to the London Borough of Culture award and any funding you have secured in a ready and secured towards this project. Please quantify any outputs.

Project Activity	Outputs	Baseline (where available)	2019/2020	2020/2021	Total
<i>Project 1: Thoroughfare</i>	<i>Street festival 16 new commissions in the borough</i>			16	16
<i>Project 1: Thoroughfare</i>	<i>85 000 people visit the Art Night project</i>	75 000		100 000	100 000
<i>Project 1: Thoroughfare</i>	<i>100 000 people visit the daytime commissions</i>			100 000	100 000
<i>Project 2: Museum of all Brent Life</i>	<i>10 commissions in Brent Libraries and communities</i>			10	10
<i>Project 2: Museum of all Brent Life</i>	<i>Audiences to visit the commissions at Brent Libraries</i>	2 436 698.		3 000 000	3 000 000
<i>Project 3: No Bass Like Home</i>	<i>Affordable music festival at SSE Arena Wembley for 12 500 people.</i>	0	0	12,500	12,500
<i>Project 3: No Bass Like Home</i>	<i>Estimated audience to the [REDACTED] exhibition</i>			20,000	20,000
<i>Project 3: No Bass Like Home</i>	<i>Exhibition at the [REDACTED] including 3 new commissions by Brent artists.</i>	0	0	3	3
<i>Project 3: No Bass Like Home</i>	<i>Live broadcast of the event</i>			50 000	50 000
<i>Project 3: No Bass Like Home</i>	<i>3 International acts and 5 acts from Brent</i>			8	8
<i>Project 4: Brent Lives</i>	<i>A digital platform gathering and archiving 52 Brent stories over 2020</i>		20	32	52
<i>Project 4: Brent Lives</i>	<i>5 newly commissioned documentaries by young people looking at life in Brent.</i>			5	5
<i>Project 4: Brent Lives</i>	<i>25 partners in Brent contribute to the production of 5 documentaries</i>			25	25

<i>Project 4: Brent Lives</i>	<i>5 documentaries by young people looking at life in Brent aired on ViceLand (audience of 540 million)</i>	0			540 000 000
<i>Project 5: Seen and Heard</i>	<i>A policy document</i>			1	1
<i>Project 5: Seen and Heard</i>	<i>3 new artist commissions</i>			3	3
<i>Project 5: Seen and Heard</i>	<i>400 young people participate in the programme</i>			400	400
<i>Project 6: The Anthem</i>	<i>One newly commissioned song written and performed with a selected artist</i>		1	1	1
<i>Project 6: The Anthem</i>	<i>Participation project with schools and choirs singing the song</i>			1 000	1 000
<i>Project 6: The Anthem</i>	<i>Song performed as part of the opening ceremonies of the 2020 Euro finals - live audience</i>			90 000	90 000
<i>Project 6: The Anthem</i>	<i>Song performed as part of the opening ceremonies of the 2020 Euro finals - broadcast audience</i>			600 000 000	600 000 000
<i>Project 7: Lost and Found</i>	<i>15 artists in resident in 15 schools 15 new commissions</i>			15	15
<i>Project 7: Lost and Found</i>	<i>1 Brent Curriculum developed bringing together 15 worksheets exploring culture in Brent</i>			15	15
<i>Project 7: Lost and Found</i>	<i>Brent Curriculum developed for all schools in the borough – reach 45 000</i>			45 000	45 000
<i>Legacy commitment 1: A trust established to deliver culture in the borough (organisational change)</i>	<i>Trust for delivering culture in the borough over 2020 and beyond</i>	1	1	1	1
<i>Legacy Commitment 2: Embed evaluation at the core of the programme</i>	<i>15 evaluation advocates embedded in the trust and council</i>	0	5	10	15
<i>Legacy commitment 3: Senior management working group managed by council's CEO</i>	<i>Senior management working group for culture bringing together 15 senior managers at Brent Council</i>	1	15	15	15
<i>Legacy commitment 4: Space for artists and creative industries</i>	<i>100 studios and desks for artists and creatives in the borough</i>	80	50	50	180
<i>Legacy commitment 5: Establish 'Spacebook' an online booking forum.</i>	<i>365 days of space free for the community to use</i>	40	150	215	365
Project activity	Outcomes				
<i>Project 1: Thoroughfair</i>	<i>Outcome 8: Ambition and excellence is developed through once-in-a-life-time opportunities for arts and culture in the borough</i>				

<i>Project 2: Museum of all Brent Life</i>	<i>Outcome 5: Legacy of more cultural programming / activity in everyday settings. Increasing sense of Pride and wellbeing through activities which encourage visitors to explore Brent through physical exercise such as walking tours</i>
<i>Project 3: No Bass Like Home</i>	<i>Outcome 1: Migration is celebrated across Brent and the UK as an increased sense of pride is generated in the borough by raising awareness of the heritage of the borough's communities and by developing new and innovative partnerships and collaborations with those within and outside the borough and around the UK</i>
<i>Project 4: Brent Lives</i>	<i>Outcome 2: Communities are celebrated and given a voice with which to talk about their culture and lives. Residents have better links / signposting to existing cultural provision</i>
<i>Project 5: Seen and Heard</i>	<i>Outcome 6; Better relationships between the private-public realm and young people across London building in cultural provision for young people and accommodating them within security systems</i>
<i>Project 6: The Anthem</i>	<i>Outcome 4: Pride and cohesion is built across the borough</i>
<i>Project 7: Lost and Found</i>	<i>Outcome 3: Arts and culture embedded in Brent schools; every child has the opportunity to experience culture</i>
<i>Legacy commitment 1: A trust established for delivering culture in the borough (organisational change)</i>	<i>Outcome 10: Young people will feel empowered and a valued part of our community</i>
<i>Legacy Commitment 2: Embed evaluation at the heart of the programme</i>	<i>Outcome 13: Learning and reflection is continuous and ensures ambition and possibility for culture grows</i>
<i>Legacy Commitment 3: Senior management working group managed by council's CEO</i>	<i>Outcome 14: Culture embedded at the heart of Brent Council</i>
<i>Legacy Commitment 4: 'Spacebook' (digital platform)</i>	<i>Outcome 15: Increased opportunities for communities to initiate and deliver cultural activity in spaces across the borough</i>
<i>Legacy Commitment 5: Space for artists and creative industries</i>	<i>Outcome 16: Brent will be a borough known for attracting fantastic arts and culture to take up spaces and residencies</i>

Finding Brent: Key Risks

Risk	Impact	Likelihood	Mitigation Strategy
Postcode gangs	Violence at events / alienation of audiences if young people can't come to events in certain locations.	Medium	We will work with community leaders and experts to ensure that's navigated sensitively before events. During events we will have security briefed and aware of problems. By bringing young people into the bid and programme we aim to ensure they can guide us and advise us on gang related issues.
Impact of previous cuts on morale across the borough	Reluctance to collaborate with the council on LBOC.	High	There's negativity in the borough following previous cuts to culture. We need to ensure those that have been following the LBOC bid are included in all aspects of 2020 and ensure they are heard. Communication's key. They have been part of the consultation for this bid and must continue to be involved through 2020.
People once again become disengaged from culture post LBOC	Arts and culture seen as 'once in a lifetime' experiences rather than a right for all.	High	Our schools programme and the Brent Curriculum will be key to ensuring Finding Brent isn't seen as a once in a lifetime opportunity. We will work with organisations in the borough (and have budgeted for this) to entrench our work in the community.
Local elections in 2018	New leadership could see the bid lose support.	Low	Ensure support for the bid is entrenched with the entire council so should there be a change of leadership the bid will still be supported throughout the entire organisation. We will do this through a series of tasks, events and by briefing councillors and officers.
Terrorism	Thoroughfare Street Party will be a large public event and could be a target for a terrorist attack.	Medium	We will work closely collaborate with the police and the GLA to ensure we are prepared and have budgeted for sufficient security. We will bring in a specialist to advise us if required.
Accidents	Risk of having to close down events and programming if safety is compromised.	Medium	All programmes will be RAMS and H&S assessed and fire regs will be followed. The production manager and producers on each event will take responsibility for these. Furthermore, we will carry out a SWOT analysis for each project.
Communication	Communication between the trust and the council breaks down.	Low	The council will remain on the board of the trust to ensure governance is secure and communication is fluid. We will ensure someone on the senior management advisory group (Legacy Commitment 3) is on the board of the trust to broker the relationship.
Environmental damage	Our outdoor events could be at risk of causing damage, whether that be through pollution or rubbish generated by events.	Low	We will act on the council's green policy to ensure each event leaves as low a carbon footprint as possible.
Legacy risk	Risk that legacies may not be embedded into the programme.	Medium	Embedding legacy aims and the three core outcomes across the organisation will be crucial. We will also ensure early conversations with the ACE around the potential of the trust becoming an NPO within three years are embedded.
Partnership management	Partnerships may not work out.	Medium	The Artistic Director of 2020 will lead on the overall vision for each partnership and a producer will be assigned to each project. Any risks or issues to the programme due to partners will be flagged to the artistic director and managed. Partnership management will be a key skill set for the artistic director we recruit.
Shutting down roads	Traffic management and parking will be an issue for some residents and will generate complaints. Potential economic loss.	High	This will cause issues for residents but we will work closely to develop a traffic plan and notice those affected. We have put aside a large budget to ensure this is successful and minimised disturbance. We will bring an audience of 100,000 which should negate economic loss.

Not bringing the artistic community with us	Alignment of the community and organisations in the borough.	Medium	We have budgeted every proposed project for local artists to get involved and take part.
Going over budget	Run out of money and can't deliver our whole programme.	Low	The budget will be overseen by the CFO of the council and will be assessed and re-evaluated consistently. Should we be successful we will carry out a feasibility assessment with our partners to ensure we are prepared. We also have an additional 10% contingency on each project. We will do a SWOT analysis
Youth-led governance may turn out to be problematic	Young people are disengaged or find the leadership role difficult.	Low	We will work with A New Direction to mentor and support the young people we work with to ensure they are equipped with the knowledge to take leadership roles.

MEDIA TO SUPPORT BRENT'S BOROUGH OF CULTURE APPLICATION

'This is Brent': our video to support our campaign

<https://www.youtube.com/watch?v=kwZyqDQ7Zrc>

An Illustration to describe our programme

<https://drive.google.com/open?id=1QdRGdga9bAmf3mICx6U9M9uWpZo66bfJ>

Popular Social Media

1. https://www.facebook.com/permalink.php?story_fbid=1511382665609084&id=340510672696295
500 likes 18 comments 40 shares
2. <https://www.instagram.com/p/Ba9bNxlgdfv/>
143 loves 5 comments
3. <https://www.instagram.com/p/BaWu0ZGDSSi/>
139 loves

Some more of the best social media:

https://twitter.com/Jeska_Alice/status/925380532254494720
<https://twitter.com/BlueberryMuffin9/status/928342782997131264>
<https://twitter.com/fedevillaruel/status/924238017455378432>
<https://twitter.com/MrKC1/status/924001670236917760>
<https://twitter.com/DevonEsmee/status/926873828550217729>
https://twitter.com/Brent_Council/status/918435510560968704
https://twitter.com/Brent_Council/status/933671512627994624
<https://twitter.com/wembleypark/status/926892923718918144>
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<https://www.youtube.com/watch?v=OBmjUzyV7Bq>