

REQUEST FOR DIRECTOR DECISION – DD2560

Title: Royal Docks Cultural Placemaking and Activation Programme 2021-2022 transfer of funds between projects

In August 2018, Mayoral Decision (MD) 2338 approved expenditure of up to £212.5m for the Royal Docks Enterprise Zone Delivery Plan to deliver an integrated and catalytic series of projects under the five strategic objectives of Place, Connectivity, Economy, Culture and Promotion. MD2338 delegated authority to the Executive Director of Housing and Land to approve, through Director's Decisions, income and spending proposals for projects to be funded from within the approved £212.5m expenditure budget envelope.

This Director's Decision (DD) requests the reallocation of £54,800 from DD2450 for three projects planned for the 2020-21 Royal Docks Cultural Placemaking and Activation programme prior to the pandemic. These projects were delivered in Covid-safe methods with reduced expenditure. The reallocated budget will now be used to fund community arts projects that support communities and businesses to recover from the impact of Covid-19. These projects will do so through creating employment; encouraging community cohesion; and supporting emerging talent, whilst delivering the ambitious cultural vision of Royal Docks being a key part of London's cultural recovery.

In accordance with London Economic Action Partnership governance and funding responsibilities for all Royal Docks Enterprise Zone projects, the investment set out in this DD request was considered and endorsed by the Royal Docks Enterprise Zone Programme Board on 7 October 2021.

Decision:

That the Executive Director of Housing and Land approves: reallocation of budget between projects of up to £54,800 of revenue expenditure previously approved in DD2450 to deliver on activities as part of the 2021-22 Royal Docks Cultural Placemaking and Activation programme.

AUTHORISING DIRECTOR

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities. It has my approval.

Name: Rickardo Hyatt

Position: Executive Director, Housing and Land

Signature:

Date: 9/12/21



PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. DD2450 approved up to £1,436,000 of revenue expenditure from the Culture and Activation budget of £14.7m to deliver the Royal Docks Cultural Placemaking and Activation programme for 2020-21, delivering on the Activation strategic objectives set out in the Royal Docks Enterprise Zone Delivery Plan. These projects supported the local community and the area's transformation, helping to establish the Royal Docks as a new cultural destination and creative industries cluster.
- 1.2. Due to the impact of Covid-19, parts of the community arts projects that were planned to take place in 2020 around the Formula E World Championship at ExCel London, and the UEFA Euros, were postponed to 2021 and reduced in scale. These projects were delivered in Covid-safe methods with reduced expenditure. This decision is now seeking approval to reallocate £54,800 of underspend from DD2450 to spend towards activities in 2021-22. We propose to repurpose the remaining funds to deliver community arts activities with the same outcomes, within the Royal Docks Originals and Dock Local strands of the programme. Two of these projects will respond to Bangladesh's 50th anniversary of independence, which is celebrated in 2021: Dawaat, by local South Asian theatre company Tara Arts; and Bangladesh Tales, by social practice artist Mohammed Ali (who has previously worked with Newham residents on a similar community celebration). Both projects involve local community participation. The remaining funds will be used for the early development of new Dock Local and Royal Docks Originals projects planned for 2022, enabling us to meet these close deadlines for project development.

Income, Procurement and Delivery

- 1.3. Following this approval, the Royal Docks team will commence procurement, provision of grant funding and full due diligence for the proposed projects, to ensure that: services are properly procured; and funding is distributed fairly and transparently in accordance with the GLA's equality policy and subsidy control rules, and in a manner that ensures value for money in accordance with the GLA Contracts and Funding Code. This will be done in conjunction with TfL Procurement and TfL Legal.
- 1.4. The detailed budget breakdown for projects is detailed below:

RELEVANT PROJECT BUDGETS AGREED IN DD2450	Budget
Key Royal Docks Partnerships – Formula E – Full approved budget £110,000 of which amount to be repurposed: £25,000	£25,000
EURO 2020: Cultural Projects – Full approved budget £165,000 of which amount to be repurposed: £29,800	£29,800
SUB TOTAL	£54,800
PROJECTS TO RECEIVE REALLOCATED FUNDS	
ROYAL DOCKS ORIGINALS	
Dawaat – by Tara Arts to mark Bangladeshi 50 th anniversary of Independence	£25,000

Bangladesh Tales – by Mohammed Ali – post 50 th Anniversary of Independence project	£11,000
Project development funds 2022 projects (4 projects): Green Street engagement/Women's Euros, 2012 Tenth anniversary project, Queen's Jubilee/Commonwealth Games Baton Relay, Royal Docks Heritage project.	£18,800
SUB TOTAL	£54,800

- 1.5. For the events delivered by the Royal Docks team, sponsorship, funding and other income and concessions (if relevant and appropriate, e.g. food and drink stalls/marquee space at events) will be sought. All external income sought will be in accordance with Financial Regulations and the GLA Sponsorship Policy.
- 1.6. In addition to cash income, the Royal Docks team will also seek benefits in kind, such as contributions to event programming or other content, to assist in the enhancement and promotion of events.

2. Objectives and expected outcomes

- 2.1 The three projects will deliver against the following strategic objectives in the Royal Docks Enterprise Zone Delivery Plan, and by creating the following expected outputs:

Strategic objective	Expected outputs
Help create lively, attractive and cohesive neighbourhoods animated by a cultural offer	<ul style="list-style-type: none"> Two cultural events that respond to the conditions required to be Covid-safe. Development of up to four significant projects for 2022. A variety of projects in the Royal Docks Originals and Dock Local strands of the programme that respond to local people and places, elements of which are selected by local people.
Engage local communities in their changing place via the cultural programme	<ul style="list-style-type: none"> Connecting with key community groups who have low attendance at Royal Docks cultural events and supporting community cohesion. Projects enhanced by new community engagement schemes established: cultural connectors with up to 25 members; and a programming panel with up to six community members. Up to 60 community participants in heritage and place-orientated events. Up to 100 participants in outdoor activities.
Increase visitor and local footfall through consistent and varied programming	We are targeting local audiences in 2021 due to the ongoing risks associated with Covid-19.
Position the Royal Docks on the world stage as a distinct	<ul style="list-style-type: none"> Creation of five new cultural works in 2021 and 2022.

location for unique, ambitious events	<ul style="list-style-type: none"> • Engage locally connected world-class artists with specialist skills to support the development of the Royal Docks programme. • Connection with Royal Docks' new Creative Partners Network of Royal Docks-based creative practitioners and organisations.
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2.2 The Royal Docks Cultural Placemaking and Activation programme has been refined to ensure that it is making a robust and holistic contribution to the Mayor of Newham and the Mayor of London's Covid-19 recovery strategies. In particular it will focus on:

- **young people** – providing opportunities for career training, work experience, involvement in decision making, and participation in the creation and production of professional arts and culture
- **strong communities** – delivering creative and social opportunities, involvement in decisions about the cultural programme, creative participation, and project that support community cohesion and civic pride
- **Local independent venues** – supporting the development of programmes including music, participation and cultural programmes local venues
- **freelance creatives and local business** – creating employment opportunities for local artists and creative, production and event workers and local suppliers; ensuring that we pay and actively support the London Living Wage.
- **physical and mental wellbeing** – providing stimulating and relevant things to do and see, social opportunities, and events that promote physical health and wellbeing.
- **the green economy** – supporting internal Royal Docks teams and incoming projects with a strong green economy focus, and through our adoption of environmental policies across all our work
- **a local world-class cultural centre** – ensuring that the Royal Docks Cultural Placemaking and Activation programme provides a local offer that is enriching and enjoyable for local people, enhancing their lives and offering opportunities.

2.3 Key quantitative outputs and relationship to Covid-19 recovery of the projects supported through reallocation of funds are demonstrated in the table below:

Output	Amount	Outcome
Professional creative and cultural workers employed	40	Supporting freelance creative and event practitioners and helping to re-set London's cultural economy
Youth participants	100	Providing enriching opportunities to young people and supporting the talent pipeline
Community participants-adult and family	200	Building stronger communities through engagement and creative participation
Number of cultural events	5	Providing high-quality activities locally for residents and workers
Local audience members at cultural events	5,500	Building community cohesion and social opportunities, and enriching experiences

3. Equality comments

- 3.1 Under section 149 of the Equality Act 2010, as a public authority, the GLA must have 'due regard' of the need to:
- eliminate unlawful discrimination, harassment, and victimisation
 - advance equality of opportunity and foster good relations between people who have a protected characteristic and those who do not.
- 3.2 The implications of this proposal have been assessed against the Public Sector Equality Duty. It is considered that it will have a positive impact through the provision of cultural activities and participation that are co-designed with Newham communities, and aim to provide health and wellbeing outcomes; provide jobs; and support economic regeneration. Newham is among the 10 per cent most deprived boroughs in the UK, and one of the most culturally diverse. Poverty is at high levels with 22 per cent of children living in low-income families, and 5.6 per cent experiencing bad or very bad health. The pandemic has had significant impact in the borough, and the proposed programme aims to support recovery with a focus on young people, communities, local business and freelance creative practitioners. No adverse implications for any group sharing a protected characteristic have been identified during this process.
- 3.3 The Royal Docks Enterprise Zone Delivery Plan projects will deliver against a range of Mayor of London policies (see 4.2) and is aligned with the Mayor's Equalities Framework to consider the requirements of relevant equalities groups. Impact assessments will determine whether any persons with those characteristics will be unduly impacted by the activities described in this paper, and the course of action in order to mitigate any impacts.
- 3.4 The programme will be inclusive, with the majority of the programme free to attend/participate. Inclusivity will be achieved through co-design, programme content, and a broad and targeted approach to marketing channels and access facilities. All of the projects will work to bring different communities together, sharing cultures and supporting social integration.
- 3.5 The programme outlined above will enable the Royal Docks team to deliver to the diversity commitments set out in Mayoral Strategies (see 4.2).

4. Other considerations

- 4.1 The Royal Docks Cultural Placemaking and Activation programme will contribute to the following priorities from the Mayor of London's Culture Strategy:
- Love London – more people experiencing and creating culture on their doorstep
 - Culture and Good Growth – supporting, saving and sustaining cultural places and spaces
 - Creative Londoners – investing in a diverse creative workforce for the future
 - World City – a global creative powerhouse today and in the future.
- 4.2 In addition, the Royal Docks Cultural Placemaking and Activation programme will help deliver the following Mayoral policies and strategies:
- the Mayor's Cultural Infrastructure Plan

- the Mayor's Vision for London as a 24-hour city, from good night to great night
- the Mayor's Response to the London Night Time Commission report
- the Thames Estuary Production Corridor, the case for investment report
- the case for a River Thames Cultural Vision
- the Mayor's Skills for Londoners Strategy
- the Mayor's Equality, Diversity and Inclusion Strategy, Inclusive London
- the Mayor's London Health Inequalities Strategy
- the Mayor's Economic Development Strategy for London
- the London Plan
- the Mayor's London Environment Strategy
- the Mayor's Transport Strategy.

4.3 There are no conflicts of interest to declare from anyone involved in the drafting or clearance of this Decision form.

4.4 Key risks and issues

Risk description	Probability (low, medium, high)	Impact (low, medium, high)	Mitigation
Reputational risk to the Mayor of London and Mayor of Newham as a result of activities not delivering on its stated objectives.	Low	Medium	Ensure cultural partners are all experienced organisations with a track record of delivering cultural programmes; delivering medium-sized to large events; and engagement with multiple stakeholders. There is also a robust multi-agency planning process (Safety Advisory Group) for the Cultural Placemaking and Activation programme, so early indications of potential failure can be identified.
Cultural Placemaking activity may be cancelled, postponed, reduced due to the impact of Covid-19 government restrictions.	High	Medium	Ensure all projects have a variety of options to respond to different government restrictions to ensure projects can still be delivered in some form. All projects will have a specific Covid-19 risk assessment to set out clear guidance for delivery of live activity and events.
Cultural Placemaking activity may be cancelled due to force majeure (e.g.	Medium	Medium	External issues regularly monitored via project planning and risk assessment.

extreme weather, industrial action etc).			
Communities not supporting the Cultural Placemaking activity and the reputational risk to the Mayors associated with this.	Low	Medium	Engagement is made with relevant communities by the London Borough of Newham and the Royal Docks Engagement team, to ensure appropriate consultation with communities is made.
Staff, colleagues and partners are impacted by Covid-19 and are no longer able to work.	Medium	Medium	Ensure internal project plans and filing systems are up to date. Ensure partners have a staffing Covid-19 contingency plan in place.
Lack of attendance and footfall at events and Cultural Placemaking activations.	Medium	High	Work closely with the Royal Docks Marketing team to ensure a clear comms plan is in place to manage all marketing and promotion of all Cultural Placemaking projects, including communicating Covid-19 safety measures in place.
Delays in the programme may occur.	High	Medium	A detailed project plan outlining programme timescales will be created. Contingency time will be incorporated into the project plan to manage over-runs.

- 4.5 A summary of the most significant project level risks is reported to the Royal Docks Enterprise Zone Programme Board on a quarterly basis. A risk register is maintained to continuously review programme delivery.

5. Financial comments

- 5.1 This decision requests approval for reallocation of up to £54,800 of revenue expenditure previously approved under DD2450 to deliver two projects and development of key projects for 2022 within the approved Two-year 2021-2023 Royal Docks Cultural Placemaking and Activation programme. Detailed programmes and forecast spend are listed in section 1.4 of this decision.
- 5.2 This expenditure will be funded from within the £212.5 million approved delivery plan budget confirmed in MD2338 and the costs will be incurred in 2021/2022.

6. Legal comments

- 6.1 The foregoing sections of this report indicate that the decisions requested of the Executive Director concern the exercise of the GLA's general powers, falling within the GLA's statutory powers to do such things considered to further or that are facilitative of, conducive or incidental to the promotion of economic development and wealth creation, social development or the promotion of the improvement of the environment, in Greater London.

- 6.2 In implementing the proposals in respect of which a decision is sought, officers should comply with the GLA's related statutory duties to:
- pay due regard to the principle that there should be equality of opportunity for all people
 - consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom
 - consult with appropriate bodies.
- 6.3 In taking the decisions requested, the Executive Director must have due regard to the Public Sector Equality Duty under section 149 of the Equality Act 2010, namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, to advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, gender, religion or belief, sex, sexual orientation) and to foster good relations between persons who share a relevant protected characteristic and persons who do not share it. To this end, the Executive Director should have particular regard to section 3 (above) of this report.
- 6.4 Section 1 of this report indicates that part of the sought budget will amount to the provision of grant funding and not payment for services. Officers must ensure that the funding is distributed fairly; transparently; in accordance with the GLA's equality policy and subsidy control rules; and in a manner that affords value for money, in accordance with the GLA Contracts and Funding Code. Officers must ensure that an appropriate funding agreement is put in place and executed by the GLA and the recipient before any commitment to funding is made.
- 6.5 Section 1 of this report indicates that the GLA intends to procure services. Section 9 of the GLA Contracts & Funding Code requires the GLA to engage with TfL Procurement and seek a call-off from a suitable framework where possible before the commencement of the services.
- 6.6 Section 1 of this report indicates that the GLA intends to seek sponsorship. Section 13 of the GLA Contracts and Funding Code requires the GLA to abide by the GLA Sponsorship Policy before seeking sponsorship for an activity or event.

7. Planned delivery approach and next steps

Activity	Timeline
Director decision approved	December 2021
Delivery start date	December 2021
Delivery of projects	December 2021 - April 2021
Delivery end date	March 2022
Project closure	May 2022

Appendices and supporting papers:

None.

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after it has been approved or on the defer date.

Part 1 - Deferral

Is the publication of Part 1 of this approval to be deferred? YES

If YES, for what reason: DD is to be deferred as the disclosure of the estimated Royal Docks Cultural Placemaking and Activation programme costs would prejudice the GLA's ability to solicit genuinely competitive bids for related services.

Until what date: (a date is required if deferring): July 2022

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under the FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – No

ORIGINATING OFFICER DECLARATION:

Drafting officer
to confirm the
following (✓)

Drafting officer:

Kate Anderson has drafted this report in accordance with GLA procedures and confirms the following:

✓

Assistant Director/Head of Service:

Simon Powell has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

Financial and Legal advice:

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

Corporate Investment Board

This decision was agreed by the Corporate Investment Board on 6 December 2021

✓

EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

Date

9/12/21

