

REQUEST FOR DIRECTOR DECISION – DD2640

Title: Interim Royal Docks Cultural Placemaking Programme Winter 2023-24

Executive summary:

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

This DD seeks approval to spend up to £52,200 revenue expenditure to support the continuity of the Royal Docks' cultural placemaking programme in winter of 2023-24, whilst the Royal Docks team is in the process of developing a two-year delivery programme and comprehensive Business Plan, which will be taken to the December meeting of the Royal Docks EZ Programme Board for endorsement. Following this, the Royal Docks team will be seeking to update the programme as set out in MD2338 via a new MD and then seek DD approvals for project-level spends from April 2024 against each of its work areas for the next two-years.

In accordance with Royal Docks EZ Programme Board governance and funding responsibilities for all Royal Docks EZ projects, the investment set out in this DD request was considered and endorsed by the Royal Docks Officer-Level Programme Board on 28 July 2023.

Decision:

That the Executive Director of Housing and Land approves up to £52,200 of revenue expenditure to develop and deliver activities as part of the 2023-24 Royal Docks cultural placemaking 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: Tim Steer

Position: Executive Director, Housing and Land

Signature:



Date:

27/11/2023

PART I – NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. The Royal Docks team (RDT) is currently in the process of developing its two-to-three-year delivery programme and will be taking a comprehensive Business Plan to the Royal Docks Enterprise Zone (EZ) Programme Board in December, for endorsement. Subsequently, the RDT will be seeking to update the programme as set out in MD2338 via a new MD and then seek DD approvals for project-level spends from April 2024 against each of its work areas for the next two-years.
- 1.2. This DD requests the allocation of £52,200 revenue expenditure to fund projects planned for the winter 2023-24 cultural placemaking programme. This requires contracts to be in place between October and December 2023, for projects that will be in the development and delivery stages between October 2023 and March 2024. These projects are each within the cultural placemaking strategic strands of work: Royal Docks Originals and Our People and Stories. They support development of new commissions for the 2024 Royal Docks Originals Festival, public art contracts to maintain existing works in the Royal Docks, and ongoing work with Newham Heritage Month. The 2023-24 programme builds on the investment endorsed by the Royal Docks EZ Programme Board on 11 March 2022, and the Royal Docks Cultural Placemaking Strategy approved by the Royal Docks EZ Programme Board on 3 March 2021.

Income, Procurement and Delivery

- 1.3. The RDT will complete procurement and full due diligence for the proposed projects, to ensure that services are properly procured, and that funding is distributed fairly and transparently, in a manner that ensures value for money, and in accordance with the GLA's equality policy and equality legislation, subsidy control rules and the GLA Contracts and Funding Code. This will be done in conjunction with TfL Procurement and TfL Legal.
- 1.4. The table below shows the budget breakdown for projects that require approved funding, and that are to be delivered by March 2024.

Projects	Detail	Amount
Royal Docks Originals	Programme delivery support – Technical Production advise in Phase one of development of two main artistic commissions for work to be developed in the Royal Docks involving local artists and communities working with lead artists	£9,000
Our People and Stories	Public Art and Heritage projects building on strategic development and projects under way	£43,200
Grand total		£52,200

- 1.5. If relevant and appropriate, the RDT will seek: sponsorship, funding, other income, concessions (e.g. food and drink stalls/marquee space at events) and benefits in kind (e.g. contributions to event programming or other content, to assist in the enhancement and promotion of events). All external income sought will be in accordance with GLA Financial Regulations and the GLA Sponsorship Policy.

2. Objectives and expected outcomes

- 2.1. The projects funded will deliver against the following strategic objectives in the Royal Docks EZ Delivery Plan:
- People: To create a thriving, long-lasting creative and cultural ecosystem underpinned by strong networks and good partnerships. To collectively engage Royal Docks' diverse communities, young

people, creative practitioners, strategic partners and local businesses to generate a cultural offer that everyone feels a part of and can benefit from.

- Programme: To develop the Royal Docks as a global cultural destination and an inspiring home, with a year-round curated programme of events and activities, driven by innovation and imagination, bringing international artists and the curators of the best sporting and interactive experiences to the area.
- Place: To support the establishment of Royal Docks as a distinctive and appealing cultural quarter, a cultural destination that attracts visitors and investment into the area and a major creation centre underpinned by high-quality infrastructure for creative production, innovation and programming.

2.2. The winter 2023-24 cultural placemaking programme will deliver against the strategic objectives and expected outputs for the Delivery Plan as outlined in the table below.

Strategic objective	Expected outputs
<p><u>People</u></p> <p>Address barriers to participation by actively involving communities in the programme.</p> <p>Nurture future generations of creative and cultural practitioners and audiences.</p>	<ul style="list-style-type: none"> • Creative Connector group of local resident participants involved in cultural activities during the winter. These activities include involvement in developing the programme plus newsletters, offers and meetings. • Eight Dock Local panellists attending facilitated meetings involved in developing the forthcoming programme
<p><u>Programme</u></p> <p>Develop a distinctive cultural programme inspired by the people and places of the Royal Docks.</p> <p>Showcase the Royal Docks as a place that makes and presents original, innovative and exciting cultural projects.</p> <p>Build a regular programme of cultural activities, events and participation opportunities that local people support.</p> <p>Improve perception and awareness of the Royal Docks as a cultural destination.</p>	<ul style="list-style-type: none"> • Development of new Royal Docks Originals, public art and heritage commissions that involve local people and groups, and tell the story of the Royal Docks' past, present and future. • Technical support for the research and development of two new large-scale creative commissions for Royal Docks Originals 2024, which respond to the people and place of the Royal Docks. • Development and delivery of local projects including Newham Heritage Month • Develop projects to deliver increased cultural footfall and attract media attention including Royal Docks Originals, and public and water-based arts and events.
<p><u>Place</u></p> <p>Help create lively, attractive and cohesive neighbourhoods, animated by a cultural offer.</p>	<ul style="list-style-type: none"> • Develop and deliver a varied programme of arts and events and support partner projects

	<p>at Canning Town/City Hall Quarter, Silvertown Quays and Royal Albert Dock, and with Notting Hill Genesis at Royal Albert Wharf.</p> <ul style="list-style-type: none"> • Work with new operators at Royal Albert Dock to test the site for cultural activation – including as a festival site for Royal Docks Originals.
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2.3. The Royal Docks cultural placemaking programme has been refined to ensure that it is making a robust and holistic contribution to the Mayor of Newham’s and the Mayor of London’s strategies for recovery from the impacts on COVID-19 and the cost-of-living crisis. 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 projects 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 businesses – creating employment opportunities for local artists and creative, production and event workers and local suppliers, ensuring that the RDT 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 RDT teams and incoming projects with a strong green-economy focus, and through the adoption of environmental policies across all work areas
- 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.

2.4. Key quantitative outputs for the winter programme of work to develop the future projects, and their relationship to recovery, are demonstrated in the table below:

Output	Amount	Outcome
Professional creative and cultural workers employed	200	Supporting freelance creative and event practitioners and helping to reset London’s cultural economy
Youth participants	150	Providing enriching opportunities to young people and supporting the talent pipeline
Community participants – adult and family	250	Building stronger communities through engagement and creative participation

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
 - 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. It will also 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 cost-of-living crisis and the COVID-19 pandemic have had significant impacts 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 projects within the Royal Docks EZ Delivery Plan will deliver against a range of Mayor of London policies and diversity commitments (see 4.2); and are aligned with the Mayor's Equalities Framework to consider the requirements of relevant equalities groups. The Royal Docks Delivery Plan Impact Assessment will determine whether any persons with those characteristics will be unduly impacted by the activities described in this paper, and the course of action that should be taken in order to mitigate such 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 projects will work to bring different communities together, sharing cultures and supporting social integration.

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. The key risks are outlined below.

Risk description	Probability	Impact	Mitigation
Reputational risk to the Mayor of London and the Mayor of Newham as a result of activities not delivering on the stated objectives.	Low	Medium	Ensure cultural partners and production companies are experienced organisations with a track record of delivering cultural programmes; delivering medium-sized to large events, and engagement with multiple stakeholders. There is a robust multi-agency planning process (Safety Advisory Group) for the cultural placemaking programme, so early indications of potential failure can be identified.
Cultural placemaking activity may be cancelled due to force majeure (e.g. extreme weather, industrial action, etc).	Medium	Medium	External issues will be regularly monitored via project planning and risk assessment.
Communities do not support the cultural placemaking activity; there is a reputational risk to the Mayors associated with this.	Low	Medium	Groups of local people – creative connectors and Dock Local Panel members – are engaging in selecting the programme. Additional engagement is made with relevant communities by the London Borough of Newham and the Royal Docks Communities team, to ensure appropriate consultation with communities is made.
Staff, colleagues and partners are impacted by seasonal illness/sickness 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 illness/sickness 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.
Delays in the programme may occur.	Medium	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 EZ Programme Board on a quarterly basis. A risk register is maintained to continuously review programme delivery.

5. Financial comments

- 5.1. The Executive Director of Housing and Land's approval is sought for revenue expenditure up to £52,200 to develop and deliver activities as part of the 2023-24 Royal Docks cultural placemaking programme. The expenditure will occur during 2023-24 and will be funded from the Royal Docks EZ Business rate retention income received in 2023-24, as agreed in MD2338. However, current projection shows that the forecast business rates receivable from the RD Enterprise Zone will be lower than originally projected, therefore there is a risk that there would be insufficient business rates income generated from the RD Enterprise Zone to fund the planned expenditure for the RD programme. Any shortfall in income for 2023-24 will be met with funds from the Royal Docks Enterprise Zone Reserve Account, which holds sufficient balance to mitigate this risk.
- 5.2. The programme net spend will reduce if the team is successful in receiving income referred to under paragraph 1.5.
- 5.3. The Royal Docks team will manage the programme and they sit within the Strategic Projects and Property unit part of the Housing and Land Directorate.

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

also ensure that appropriate funding agreement(s) are put in place and executed by the GLA and the recipient(s) 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

- 7.1. The planned delivery approach and next steps for the project are outlined in the table below.

Activity	Timeline
Delivery start date	October 2023
Delivery of projects	October 2023 – March 2024
Delivery end date	March 2024
Project closure	May 2024

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 be published either 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: The DD is to be deferred, as the disclosure of the estimated Royal Docks cultural placemaking programme costs would prejudice the GLA's ability to solicit genuinely competitive bids for related services.

Until what date: 1 July 2024

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 27 November 2023.

✓

INTERIM CHIEF FINANCE OFFICER:

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

Signature:



Date:

27/11/2023