

CEO DECISION – CD135

Title: Great Place Scheme – 2020 Projects and Covid-19 Response

Executive Summary:

The Great Place Scheme (GPS) is a three-year arts and heritage programme funded by the National Lottery Heritage Fund and Arts Council England. The total grant award is £1,489,200 and overall expenditure was approved, by OPDC's Board on 22 June 2017, with approval of detailed expenditure plans delegated to the Chief Executive.

The GPS is being delivered under the banner of OPDC's 'In the Making' initiative.

To date, approval has been provided for £741,355 of expenditure for project costs, as well as £379,000 for staff costs over the three years. This decision form seeks to extend the Chief Executive's approval of detailed expenditure plans by a further £145,000, fully funded from grant awarded to OPDC via Heritage Lottery Fund and Arts Council.

£40,000 of this expenditure will pay for additional programming support from OPDC's contracted partner, Create London to revise and reschedule initiatives impacted by Covid-19 (extending the approval given under CD061); £40,000 will fund emergency grants to local organisations supporting community volunteers working on the frontline of the Covid-19 response; and £20,000 and £25,000 will pay, respectively, for a Park Royal Bridge Artist Commission and a youth programme. Finally, we wish to reallocate £20,000 previously approved for participation in the 2020 edition of Open House weekend, to produce a series of films and digital content to allow audiences to explore the area remotely.

The Heritage Lottery Fund and Arts Council have granted a six-month extension – to June 2021 – to the period within which funding can be spent. They have also provided flexibility to allow funding to be directed to Covid-19 response work.

Decision:

The CEO approves expenditure of grant funding of £145,000, as follows:

- up to £40,000 to pay for additional programming support from Create London, OPDC's Great Place Scheme Creative Programming Partner, varying the existing contract and taking total spend to a maximum of £185,000. This is required due to Covid-19's impact on the programme;
- grant funding awards of up to £40,000 to support local organisations providing training, equipment and expenses for volunteers working on the frontline of Covid-19 emergency response;
- up to £20,000 to pay for external services to produce a Park Royal Bridge Artist Commission;
- up to £25,000 to deliver an externally managed youth programme; and
- up to £20,000 to commission a series of films and digital content for Open House weekend 2020.

CEO AUTHORISATION

I have reviewed the request and am satisfied it is correct and consistent with the OPDC business plan and priorities. It has my approval.

Name: David Lunts

Position: Chief Executive Officer

Signature:



Date: 08 July 2020

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1 Introduction and background

1.1 The Great Place Scheme (GPS) is a three-year, £1.9m arts and heritage programme largely funded by Heritage Lottery Fund and Arts Council England with some additional match funding from OPDC, S106 funding and other sources. Due to the Covid-19 pandemic, the programme end date has been extended by 6 months until June 2021.

1.2 The core objectives of the programme are:

- to deliver a high quality, participatory arts and culture programme, with the local community at its heart;
- to showcase and uncover the rich heritage of Park Royal, in order to influence and shape the future of Old Oak;
- to celebrate the fascinating businesses located in Park Royal;
- create opportunities for local people to volunteer, participate and learn new skills; and
- establish a stronger, more distinct, identity for the area and improved sense of local pride.

1.3 Examples of completed projects and projects in progress are:

- Three Major Annual Art Commissions:
The Park Royals by Faisal Abdu'Allah
Work Leisure by Bahbak Hashemi-Nezhad
Absolute Beginners by Tom James
- Artist in Industry Residency (jointly funded by HS2)
Something Different by Rosalie Schweiker
- Made in Park Royal Product Range
(Title TBC) by We Are Panel + 6 artists appointed in 2020
- Willesden Junction Station Commission
(Title TBC) by Ruth Ewan
- Lifting the Lid on Old Oak and Park Royal
Annual Participation in Open House Weekend (various artists/collaborators)
- Community Meals
Various artists/collaborators
- Small Grants Scheme (£150,000 total budget)
Various projects/recipients including local schools, community groups, individual artists
- Community Hub
At the Old Refectory in Park Royal Centre (also home to Absolute Beginners by Tom James)
- ECHO Park Royal
A time-bank system and volunteer network by Echo CIC
- Youth Engagement Programme
Including Park Royal Young Planners, Youth Programme

1.4 All GPS projects fall within the OPDC's In the Making initiative, an umbrella brand incorporating OPDC workstreams which are delivering creative projects and activities benefiting local communities and creating a new public life and a sense of place across Old Oak and Park Royal in the next one to five years, including:

- Early Activation projects (public realm improvements and meanwhile activities, including those drawing on (external) Good Growth Funding); and
- GPS projects (externally funded by Heritage Lottery Fund + Arts Council) Engagement initiatives.

The overarching objectives of the In the Making initiative are:

- delivering everyday improvements and opportunities with and for local people;
- growing initiatives which will shape successful places; and
- celebrating and promoting what makes Old Oak and Park Royal special.

Creative Programming Partner: Contract Variation

1.5 In 2017 we appointed a Creative Programming Partner (an arts consultancy called Create London) to provide curatorial support and help us to develop a consistent creative approach across the whole programme. Their scope includes strategic support, developing projects and artist briefs, as well as taking the lead on day-to-day delivery of several major art commissions (for example, The Park Royals, Work-Leisure, Willesden Junction Station Commission, and the Artist in Industry Residency) and other projects as necessary. This work involves supporting the artists closely, production and delivery of artworks, collating and supplying evaluation data and ensuring opportunities for partnerships and potential legacy outcomes are explored.

1.6 The Covid-19 pandemic and resulting lockdown has had a significant impact on the planned programme for 2020. Many projects have had to be revised, re-scheduled or substantially altered, which will incur significant additional work. For this reason, we would like to extend the contract and scope of our Creative Programming Partner (Create London) to allow for continued curatorial and project management support until the end of the GPS programme.

1.7 This decision builds on CD061, which approved spend of £145,000 over a three-year period (2017-2020) under that contract with Create London. OPDC officers have engaged with Transport for London (TfL) Commercial (who undertake OPDC's procurement activities on OPDC's behalf) and have confirmed the existing contract can be varied without the need for a further procurement exercise or a single source exemption.

Grant funding for local organisation mutual aid groups

1.8 In addition to the extension of the grant end date, Heritage Lottery Fund and Arts Council have agreed we can repurpose some GPS funds towards emergency-response work in the OPDC area, as long as it still meets the wider GPS objectives.

1.9 Through OPDC's current work with GLA and their London Community Response team, we have identified an urgent need among the emerging mutual aid groups. These are groups led by volunteers who have come together to provide local aid to support the most vulnerable in their communities, for support and expertise in areas such as: applying for grant funding, volunteer training, governance, safeguarding, equipment and expenses such as fuel for food deliveries. A key aim of GPS is to mobilise and support volunteering in the OPDC and surrounding areas, and we have funds ringfenced specifically for these purposes.

1.10 Therefore, we propose a series of small grants (up to £5,000 each) be made available specifically to organisations in the immediate vicinity of the OPDC boundary to support this type of activity. Many of the mutual aid groups are not formal organisations, so it might prove difficult for OPDC to fund them directly and quickly. OPDC may therefore decide to provide this funding to one organisation to grant fund onwards to such mutual aid groups that LLDC have selected. OPDC will work with TfL Commercial to determine the most appropriate method to provide such grants to these mutual aid organisations.

- 1.11 The funding will be distributed via an open, but targeted, call for applications from organisations operating in the OPDC area. The criteria against which applications will be assessed will be set out in a paper to, and agreed by, OPDC's Senior Management Team. But they are likely to include: proposed use of funding, **evidence of need**, **previous experience of** group members delivering similar programmes, evidence of support networks and partnership working. The paper will also set out a proportionate due diligence approach to minimise the risk of fraud and/or financial loss.

Park Royal Bridge Artist Commission

- 1.12 The GPS programme includes a series of high-quality art commissions which will respond to and enhance the public realm in Old Oak and Park Royal. An opportunity has been identified to commission an artist to work with architects Hawkins Brown as part of the design team on the new footbridge at Park Royal station. This is a unique opportunity to deliver a high quality, architecturally led and design driven footbridge which offers an improvement on the aesthetic quality of typical rail structures. An artist will be selected through an invited tender process with the curatorial support of our consultants Create London. The artwork will be integrated into the design of the bridge and surrounds, and any installation or capital costs will be worked into the capital budget managed by Hawkins Brown and their contractors. The bridge is jointly owned by TfL and Network Rail and will be maintained by the London Borough of Ealing. There will be no ongoing costs of liability for OPDC.
- 1.13 This project can proceed while working within Covid-19 social distancing measures. We will work with the appointed artist to help them find a way to visit the site safely for an initial reconnaissance. After that, they will work remotely with the design team, to develop the initial ideas. There will be a community engagement element to the brief, but that will be devised collaboratively once we have more clarity on social distancing guidelines later in the year. If required, the engagement work can be undertaken digitally or with social distancing in place.

Youth programme

- 1.14 One of the key GPS objectives is to ensure young people are able to connect with and access the benefits of the GPS projects and the wider In The Making programme. We plan to do this by commissioning a programme of activities connected to the wider In The Making programme and designed specifically for young people in the area. This will also support OPDC to broaden and diversify its audience. We will obtain quotes and proposals from existing youth providers in the local area, to ensure that the programme is designed and delivered in alignment with the specific needs of local young people.
- 1.15 The ambition is that the programme will run from September 2020 to March 2021, which is when we expect the GPS projects to have 'public moments' and which the Youth Programme could align with. There will be challenges due to current social distancing guidelines, which is why we plan to begin the procurement process as soon as possible, to allow the appointed providers time to develop a suitable programme which is flexible and can be adapted according to the guidelines in place at the time of delivery. We are researching examples of best practice and compiling a list of precedent projects which are successfully adapting to working with young people digitally or remotely, such as the work of Brent Borough of Culture's Blueprint Collective, which will inform our approach as the situation develops.

Video and digital content for Open House 2020

- 1.16 One of the core GPS projects, and 'approved purposes' in the Heritage Lottery Fund and Arts Council original funding agreement was to take part in the annual Open House festival in 2018, -19 and -20. This provides an opportunity for people from across London to visit businesses and factories and discover the hidden heritage, stories and what happens 'behind the scenes' in Park Royal. In 2019, the second iteration of the event, over 1000 people visited buildings in the area and took part in guided walks, tours, talks and family activities. Due to the Covid-19 pandemic, it is not responsible or possible for us to hold the same event this year, and the organisers of Open House are also planning to move a lot of their content online. Therefore, we will procure digital content creators to engage with us on creating a series of short films and digital content that can be shared across our platforms, and via the Open House website, to allow similar outcomes to be achieved without the need for a physical event.

2 Objectives and expected outcomes

All GPS projects are evaluated and measured against our programme wide KPIs which include numbers of participants, numbers of volunteers engaged (skilled/unskilled and total hours spent), artists commissioned.

Creative Programming Partner: Contract Variation

- 2.1 Extending the contract of the Creative Programming Partner, Create London will allow them to continue working on the GPS programme until its new completion date in June 2021. This will ensure the programme is fully supported in terms of creative direction, curatorial input, project management and support with legacy planning and fundraising for beyond the lifespan of 2021.

Grant funding for mutual aid groups

- 2.2 The provision of a series of small grants focused on supporting volunteering within smaller community groups at the frontline of the Covid-19 response effort, will help these groups to build capacity and resilience and to become more effective and sustainable. This will provide tangible benefits to the communities most in need within OPDC's area and help OPDC to identify which organisations may have the potential to become anchor community organisations in the longer term.

Park Royal Bridge Artist Commission

- 2.3 The artist will work collaboratively with local stakeholders and the bridge's design team to add a creative layer to the bridge design and consider how the history of this area of London, its current narratives and shared futures can be engrained into the public realm. Locating an art commission at the entrance to Park Royal industrial estate supports the developing vision of the In the Making programme to activate entry points to the area, improving wayfinding and a sense of local pride in Park Royal.

Youth programme

- 2.4 Delivering a dedicated youth programme will ensure that a diverse cohort of local young people are able to access the benefits of the GPS and have their voices heard as the area embarks upon large-scale regeneration. The benefits will include opportunities for skills and training as well as the chance to feel more connected to their local area's heritage and culture. It is our ambition that the participants will form the first wave of In the Making "youth champions" and will be encouraged to participate in other OPDC Engagement events around the regeneration of the area. In time this may pave the way for a formal Youth Panel which would have a similar function to the Community Review Group. A detailed proposal for the Youth Programme will be submitted to SMT in due course.

Video and digital content for Open House 2020

- 2.5 The objective of creating video and digital content in lieu of a physical event for Open House 2020, will ensure we still meet our aims of 'uncovering and showcasing the rich heritage and diverse stories of London's largest industrial estate', while maintaining safety of the public, residents and employees. The content created by this project can also be used on the new OPDC microsite in due course, and for a variety of communications purposes in the future. By distributing the content through online channels (OPDC's channels, as well as third party sites such as Open House and Brent's London Borough of Culture websites and Ealing and Hammersmith and Fulham's platforms too), we have the opportunity to engage with a much wider audience, because we will not be limited in terms of space, capacity and accessibility. The content will also be used in an exhibition and publication in Spring 2021, when we showcase all of the projects and celebrate the culmination of the three-year Great Place Scheme programme. This will bring further audiences to the work, and will contribute to our legacy planning, such as future grant funding applications to continue arts and heritage programming in the area.

3 Equality comments

- 3.1 Under section 149 of the Equality Act 2010, as a public authority, the OPDC is subject to the public sector equality duty and must have 'due regard' to the need to (i) eliminate unlawful discrimination, harassment and victimisation; (ii) advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and (iii) foster good relations between people who share a relevant protected characteristic and those who do. Protected characteristics under section 149 of the Equality Act are age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex, sex orientation, and marriage or civil partnership status (all except the last being "relevant" protected characteristics).
- 3.2 In terms of Create London, the Creative Programming Partner contract extension, the equality impact has been assessed as per the original brief and there are no new implications because the type of work, deliverables and approach has not changed.
- 3.3 For the other projects, all tender documents or artist briefs and grant agreements will explicitly refer to the diversity of the wider OPDC area and requires candidates/suppliers to explain how they intend to be inclusive in their approach to developing and delivering the works required and meet OPDC's obligations under the Equality Act 2010. This will help OPDC and the Mayor to deliver equality and inclusion policies to promote an accessible and inclusive environment and meet the Equalities Duty by identifying opportunities for existing and newly arriving communities to benefit from development in the OPDC area.
- 3.4 OPDC's GPS programme has been developed in consultation with and to be relevant to the local community now and for future communities. The projects are therefore relevant and inclusive to the people who live and work in the OPDC area, both those taking part in GPS activities and those who will become audience members for the activities.

4 Other considerations

Key risks and issues –

Risks are scored for likelihood and impact (each out of five) and combined to give a total score (out of 25). The higher the number the more severe the risk.

| Risk description | Inherent Score | Mitigations | Target Score |
|--|---|--|--|
| There is a risk that Covid-19 and associated restrictions of movement will prevent planned events and activities from taking place within the deadline, or within their current scope. | Likelihood: [3] Impact: [4] Total: [12] | The GPS team are in close contact with the project funders and all stakeholders and will review the government advice regularly. Projects will be adjusted and adapted where necessary to allow them to go ahead in a different manner if needed. | Likelihood: [3] Impact: [3] Total: [9] |
| There is a risk that the local community do not approve of or like the projects and art commissions in their local area | Likelihood: [3] Impact: [4] Total: [12] | As part of the project briefs, artist and suppliers will be required to engage with the local community and businesses. The GPS team will work with the Comms and Engagement team to organise community engagement events to ensure appropriate | Likelihood: [2] Impact: [4] Total: [8] |

| | | | |
|---|--|---|--|
| community engagement and to seek to secure community buy in. | | | |
| There is a risk that the artist commission for Park Royal bridge would necessitate capital works and would cost more than the capital budget allocated to them. | Likelihood: [3] Impact: [3] Total: [9] | The architects Hawkins Brown will manage the artist who will be integrated into their project team. The artist brief will include site and deliverability constraints identified by Hawkins Brown and the project team. | Likelihood: [2] Impact: [3] Total: [6] |
| There is a risk the commissions are poorly maintained after they are completed and installed | Likelihood: [3] Impact: [2] Total: [6] | The artist brief asks the artist to set out how their proposal should be maintained, and the interview panel will assess this. Hawkins Brown will work closely with London Brough of Ealing/TfL and Network Rail to make sure maintenance arrangements are agreed. | Likelihood: [2] Impact: [2] Total: [4] |

5 Financial comments

- 5.1 The total GPS budget is £1,914,200. Of this, as of 1 April 2020, £934,826 has been spent and a further £514,928 is committed/ in contract. This leaves funding of £474,436, which is available to fund other projects including the £145,000 requested in this approval.
- 5.2 The project income is broken down as follows:
- NLHF Grant: £1,489,200** - secured
OPDC contribution: £150,000 - secured
S106: £100,000 - £50,000 secured to date.
Other match funding/sponsorship: £175,000 - £100,000 secured to date, £75,000 still to raise
- 5.3 The £275,000 combined income from S106 and Other match funding/sponsorship has been underwritten by OPDC, as proposed in the June 2017 board paper. This means that in the case the target is not reached, it will have no impact on the project total budget.
- 5.4 The expenditure of £145,000 associated with this decision is fully funding from the Great Place Scheme grant. Further expenditure is subject to the Corporation's decision-making process.

6 Legal comments

- 6.1 The report above indicates that the decision requested of the CEO falls within OPDC's objective of securing the regeneration of the Old Oak and Park Royal area and its powers to do anything it considers appropriate for the purpose of its objects or purposes incidental to those purposes, as set out in the Localism Act 2011.

- 6.2 In taking the decisions requested, the CEO must have due regards to the Public Sector Equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity between persons who share a relevant protected characteristic (race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment) and persons who do not share it and foster good relations between persons who share a relevant protected characteristic and persons who do not share it (section 149 of the Equality Act 2010). To this end, the CEO should have regard to section 3 (above) of this report.
- 6.3 Officers must ensure that any grant funding is distributed fairly, transparently, in accordance with the OPDC equalities and in a manner, which affords value for money in accordance with the Contracts and Funding Code. Officers must ensure that an appropriate funding agreement is put in place between and executed by OPDC and successful grant recipients before any commitment to fund is made.
- 6.4 Any procurement activity required must be procured in line with the Contracts and Funding Code. Officers must ensure that appropriate contract documentation is put in place and executed by the successful bidders(s) and OPDC before the commencement of the services.

7 Planned delivery approach and next steps

| Activity | Timeline |
|--|--------------------|
| Extension of Creative Programming Partner contract | June 2020 |
| Grant Funding opportunity advertised | June 2020 |
| Grants awarded | July-Aug 2020 |
| Park Royal Bridge Artist Commission – procurement underway | June 2020 |
| Artist appointed | July 2020 |
| Youth Programme opportunity advertised | June 2020 |
| Youth Provider appointed/grant awarded | Aug 2020 |
| Filmmaker/content creator procured | June-July 2020 |
| Digital content completed | September 2020 |
| Delivery of all projects underway | June '20 – May '21 |
| Final evaluation start and finish | April-June 2021 |
| Delivery End Date | May 2021 |
| Project Closure | June 2021 |

Appendices and supporting papers:

Great Place Scheme PID – May 2017

Great Place Scheme Grant Notification Letter – April 2017

CD061 – Approval to appoint Great Place Scheme Creative Programming Partner

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the OPDC 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 approval or on the defer date.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

If YES, for what reason:

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

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be 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:

Grace Williams has drafted this report in accordance with OPDC procedures and confirms that:

✓

Financial and Legal advice:

The Finance team has commented on this proposal, and this decision reflects their comments.

✓

The Legal team has commented on this proposal, and this decision reflects their comments.

✓

CHIEF FINANCIAL OFFICER:

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

Signature

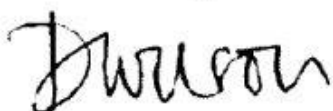


Date 08/07/20

DIRECTOR OF LAND & PROPERTY

I confirm that I have reviewed this request and can confirm that I am satisfied it is correct and consistent with the OPDC business plan and priorities. It has my clearance and can be referred to the CEO for final approval.

Signature:



Date: 23 June 2020

