

GREATER LONDON AUTHORITY

REQUEST FOR DIRECTOR DECISION – DD2203

Title: Royal Docks Activation and Events Programme

Executive Summary:

MD2049 approved expenditure of up to £3.5m for Royal Docks Enterprise Zone (EZ) Delivery. This Director's Decision (DD) provides more detail of the activation and events element of the programme and requests further approval for spend of up to £700,000 at director-level in this light.

The expenditure will both support future activation (for example, through audience research and place marking at key sites) and directly deliver activation (for example, the Royal Victoria Beach Festival for summer 2018).

Decision:

That the Executive Director of Housing and Land approves:

1. Up to £300,000 of capital expenditure for public realm art commissions throughout the Royal Docks;
2. Up to £400,000 of revenue expenditure for support and delivery of the activation and events 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: David Lunts

Position: Executive Director Housing and Land

Signature:



Date:

16.01.18

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1 Mayoral Decision 2049 approved expenditure of £3.5m between financial years 2017-19 to fund the establishment of the new Royal Docks EZ Delivery Team, to enable the preparation of a EZ Detailed Delivery Plan and implement an early programme of regeneration and promotional activity to drive forward the potential of the EZ and, critically, to achieve an early business rate income.
- 1.2 The next two years are critical in the 25-year lifetime of the Royal Docks Enterprise Zone (EZ), and it is important that there is a visible change to developers, investors, businesses and visitors to the area. The key development partners in the Royal Docks have identified the activation of their sites and the surrounding area as one of the highest priority short term actions required to catalyse investment and occupation.
- 1.3 Working with key development partners, the EZ Delivery Team will accelerate the delivery of commercial space and activate underused or vacant sites, creating better places and ensuring high quality development. Additionally, the team will create a distinct and inclusive cultural offer and will develop a programme of activation that will promote the cultural and economic significance of the docks on a local, regional and international level.
- 1.4 To address the limited cultural and leisure offer, a strategic approach placing creative activation at the centre of the Royal Docks transformation is required to create a liveable, world- class commercial and cultural destination. Activation will work to:
 - Position the Royal Docks on the world stage as a distinct location for unique events;
 - Develop visitor and local footfall through consistent and varied programming;
 - Maximise cultural programme opportunities and impact through partnerships;
 - Attract cultural organisations to establish a thriving creative district/ community;
 - Enrich and enliven the public realm through place making, giving a sense of arrival and place;
 - Engage local communities in their changing place via the cultural programme.
- 1.5 The approved indicative budget set for activation and events in the MD2049 is £800,000 with a split of £500,000 revenue and £300,000 capital. Previous approvals of £20,000 expenditure on ADD2132 and £80,000 on the Royal Victoria Beach 2017 project were progressed under the authority of the original MD. The activation and events request of £700,000 for this DD approval will come out of the remaining budget as set in the MD. This expenditure will be incurred between 2017-19 financial years.
- 1.6 This activation and events approval request is one of three DDs for which approval is being sought, all of which link back to the MD2049. There is also a DD for promotion and investment and a DD for estates and public realm improvements.
- 1.7 Development and Delivery of Cultural Events and Projects.
As stated in MD2049 (section 44) delivery of cultural events and projects will take place in Royal Victoria Dock, Royal Albert Basin and Royal Albert Dock.

Services for development and delivery of cultural events and projects will where relevant be procured as per the GLA's Contracts & Funding Code and via TFL procurement.

1.8 Urban Beach Festival

The Urban Beach has been delivered annually at the Royal Victoria Dock since 2011. In Summer 2018 the programme and production of the event will be enhanced to incorporate a wider site and range of activity. This will include procuring event production and a cultural programme as well as promotion and marketing. This expenditure will be incurred in the 2017-19 financial years. (£300,000 revenue)

1.9 Grant Funding

London Festival of Architecture

Undertake marketing activity, host public events and work collaboratively with the London Festival of Architecture in 2018 in the Royal Docks to advance the marketing of the Royal Docks Enterprise Zone. The outputs of the programme will focus on promotion of the development underway on GLAP sites and a design competition. This will enhance place-making across the wider opportunity area and increase inward investment in the Royal Docks Enterprise Zone. This expenditure will be incurred in the 2017-19 financial years. (£30,000 revenue)

1.10 Development Research

Audience Research

Commission audience research to form a baseline of intelligence on the local population as they are now in the context of the wider London population (with some projections based on the new developments), a range of impact measures and a framework for long-term evaluation that can be undertaken annually. This expenditure will be incurred in the 2018-19 financial year. (£20,000 revenue)

Footfall Data Capture and Analysis

Commission a study to assess the general connectivity of the Royal Docks for existing and future scenarios and assess the walking and cycling potential in the area and the impact of planned and emerging intervention projects on such potential. This expenditure will be incurred in the 2018-19 financial year. (£40,000 revenue)

Thames Estuary Production Corridor Consultancy

A contribution to GLA Culture led consultancy scoping the Thames Estuary Production Corridor, a hub for the creative and cultural industries with project approval in MD2129 Core Cultural Programme 2017-18. This expenditure will be incurred in the 2018-19 financial year. (£10,000 revenue)

1.11 Place Marking

As stated in MD2049 (section 44) delivery of place marking will take place in Royal Albert Basin and Royal Albert Dock and will embed place marking through high quality public art commissions, drawing on the area's heritage along with place narrative and brand identity – to include the creation of cultural corridors along key routes, working with developers to ensure quality, safe and well used public realm and social spaces. This expenditure will be incurred in the 2018-19 financial year. (£300,000 capital)

1.12 Sponsor and Income Revenue

Sponsorship and revenue from hiring of GLA meanwhile event sites. As the Royal Docks is a new venue, the sponsorship and revenue from hire is untested and therefore a target income has not been set. Any sponsorship income received will be spent to provide additional activity on the sponsored event.

1.13 Note the above allocations are indicative and there may be some movement of budget and expenditure between workstreams. Any significant changes to the allocation of budget such as the cancelling of an event will be shared with both finance and governance.

2. Objectives and expected outcomes

- 2.1 To improve movement and connectivity within the Royal Docks by making public spaces more accessible and desirable
- 2.2 To change perceptions of this part of London by offering a programme of world class activations.
- 2.3 Improve accessibility and permeability within the Royal Docks
- 2.4 To promote health and wellbeing and increasing sustainable public realm spaces
- 2.5 To promote activities and new opportunities to visitors, creating a Royal Docks destination.

3. Equality comments

- 3.1 The activation programme is planned to be inclusive and aimed at all Londoners, culturally and socially. Within the programme different events will engage with a number of different communities and stakeholder groups. Through the Royal Docks Cultural Partnerships forum local stakeholders will have the opportunity to input into the development of the programme.
- 3.2 Equalities considerations will be taken into account by the GLA in connection with all of the work procured. Quality impact assessments will be undertaken to ensure the relevant characteristics of the Equality Act 2010 are considered by the GLA. Impact assessments will determine whether any persons with those characteristics will be unduly impacted by the activities described in this DD, and the course of action in order to mitigate any impacts.

4. Other considerations

- 4.1 The overall objective of this approval is to develop and deliver activation projects in order to accelerate and maximise the regeneration of the EZ and wider Royal Docks Opportunity Area whilst benefitting the existing community. The projects will improve connectivity and permeability to and through the Royal Docks, increase footfall and support the development of the Royal Docks as a cultural destination.
- 4.2 Delays in the programme may occur. To mitigate these risks, a detailed project plan outlining timescales has been created. Contingency time will be incorporated into the project plan to manage over-runs.
- 4.3 Overspend may occur. To mitigate these risks, a detailed project plan with budgets will be created. A 10% contingency fund will be allocated at the outset of the project.
- 4.4 Links to Mayoral strategies and priorities include:
 - Developing world-class events in line with the *Mayor's Cultural Strategy* – to assist in the development of a 'stimulating, creative and cultural London'.
 - Developing 'a programme of activities/events to engage with London's diverse communities to help deliver the Mayor's priorities, strategies and policies, as well as celebrate London's rich diversity'.
 - Promoting sustained economic growth and competitiveness of London as a World City through tourism, economic development and positive media coverage.
 - London is open to business, to talent and to creativity. The Thames Estuary has historically been our gateway to the world and the heart of London's manufacturing industry. Our vision for the world's

largest creative production corridor is bold. It will position London and the South East as a world leader for the creative industries on a scale never seen before, creating a landmark corridor along the estuary, powering skills opportunities and new jobs. (*Thames Estuary Production Corridor Vision, 2017*)

5. Financial comments

- 5.1 This decision requests approval to expend up to £700,000 (capital of £300,000 and revenue of £400,000) for the Activation and Events Programme at the Royal Docks EZ.
- 5.2 MD2049 originally approved £800,000 for Activation and Events activities at the Royal Docks (capital of £300,000 and revenue of £500,000 see section 44, bullet points 4 to 6, for further details). Subsequently, two decisions (ADD2132 £20,000 and MD2049 £80,000) approved the total spend of £100,000 and this decision will utilise the remaining amount.
- 5.3 The requested amount (£700,000) is broken down by activities as follows:

Activities	Capital (£)	Revenue (£)	Totals (£)
Urban Beach Festival		300,000	300,000
London Festival of Architecture		30,000	30,000
Audience Research		20,000	20,000
Footfall Data Capture and Analysis		40,000	40,000
Thames Estuary Production Corridor Consultancy		10,000	10,000
Place Marking	300,000		
Totals	300,000	400,000	700,000

- 5.4 This expenditure is to be funded from the Royal Docks EZ Projects Delivery Budget (MD2049) and forecasted to be expended over the 2017-19 and 2018-19 financial years. MD2049 (section 56) provides further details around business rates income forecasts.

6. Legal comments

- 6.1 This report requests approval of expenditure already authorised via MD2049. The foregoing sections of this report indicate that:
- 6.1.1 the decisions requested of the Mayor concern the exercise of the GLA's general powers, falling within the statutory powers of the GLA to do such things as may be considered to be facilitative of or conducive or incidental to the discharge of the GLA's principle purposes; and
- 6.1.2 in formulating the proposals in respect of which a decision is sought officers have complied with the GLA's related statutory duties to:
- (a) pay due regard to the principle that there should be equality of opportunity for all people;

- (b) 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; and
- (c) consult with appropriate bodies.

6.2.1 The GLA must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010 ("the Act");
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

6.2.2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

6.2.3 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

6.2.4 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to: tackle prejudice; and promote understanding.

6.2.5 Compliance with the above duties may involve treating some persons more favourably than others, but that is not to be taken as permitting conduct that would otherwise be prohibited by or under the Act.

6.2.6 The relevant protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

6.2.7 A reference to conduct that is prohibited by or under the Act includes a reference to a breach of: an equality clause or rule; or a non-discrimination rule.

6.2.8 To this end the Mayor should have particular regard to section 3 (above) of this report.

6.3 The services required must be procured by Transport for London Commercial who will determine the detail of the procurement strategy to be adopted in accordance with the GLA's Contracts and Funding Code. Officers must ensure that the relevant contract and grant funding documentation is put in place before the commencement of the services.

7. Planned delivery approach and next steps

Activity	Timeline
DD approved	January 2018
Commence Activation consultancy projects (Audience Research, Footfall Data Capture and Analysis and Thames Estuary Production Corridor Consultancy).	January 2018
Procurement for Event Production Company for The Urban Beach	January 2018
Issue Grant Funding Letter to London Festival of Architecture	January 2018
Develop and issue Place Marking tender brief	March 2018
Final evaluation of Urban Beach	November 2018

Appendices and supporting papers:

Appendix 1 MD 2049

Appendix 2 Approvals Tracker

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 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 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:

Sarah Barrow has drafted this report in accordance with GLA procedures and confirms that:

✓

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:

The Corporate Investment Board reviewed this proposal on 15 January 2018.

EXECUTIVE DIRECTOR, RESOURCES:

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

Signature



Date

16-01-18

TOM MIDDLETON ON BEHALF OF MARTIN CLARKE

Royal Docks Approvals Tracker

Project	Approval Number	Year 2017 - 18		Year 2018 - 19		Total
		Revenue	Capital	Revenue	Capital	
Budget						
Royal Docks Overarching Mayoral Decision	MD 2049	£1,650,000	£350,000	£1,150,000	£350,000	£3,500,000
Aerial Art Park (Budget move from GLA Culture to Royal Docks team)		£25,000		£25,000		£50,000
	Total	£1,675,000	£350,000	£1,175,000	£350,000	£3,550,000
Expenditure Approvals						
Approvals to date:						
LFA 2017 Festival Sponsorship	ADD 2132	£20,000				£20,000
Royal Docks Team Office	DD 2148	£38,547		£102,453		£141,000
NLA Feasibility Study	ADD 2146	£20,000				£20,000
Royal Victoria Beach 2017	MD 2049	£80,000				£80,000
EZ Detailed Delivery Plan	MD 2049	£159,745				£159,745
C&W Financial Modelling	MD 2049	£25,000				£25,000
	Total	£343,282				£445,745
Approvals pending:						
Estates and Public Realm Improvements	DD 2202	£33,000	£100,000	£70,000	£440,000	£643,000
Activation and Events	DD 2203	£130,000		£320,000	£300,000	£750,000
Promotion and Investment	DD 2201	£150,000		£80,000		£230,000

Total	£313,000	£100,000	£470,000	£740,000	£1,623,000