

GREATER LONDON AUTHORITY

REQUEST FOR DIRECTOR DECISION – DD2347

Title: Royal Docks – Cultural Placemaking & Activation Programme 2019/2020

Executive Summary:

MD2338 approved expenditure of up to £212.5m for the Royal Docks Enterprise Zone Delivery Plan to deliver an integrated and catalytic package of projects under the five strategic objectives of Place, Connectivity, Economy, Activation and Promotion. The MD delegates authority to the Executive Director of Housing and Land to approve through Director Decision, the income and detailed spending proposals for each project that is to be funded within the initial £212.5m expenditure budget envelope.

This Director's Decision (DD) requests expenditure approval for several projects under the Activation strategic objective of the Royal Docks Enterprise Zone Delivery Plan and to support the Cultural Placemaking & Activation programme 2019/2020. These projects were endorsed by the Royal Docks Enterprise Zone Programme Board on 12 March 2019. This decision has been reviewed by Justine Simons, Deputy Mayor for Culture & Creative Industries and the GLA Culture Team.

Decision:

That the Executive Director of Housing & Land approves:

Up to £1,997,500 of revenue expenditure from the Royal Docks EZ approved budget (2019/2020) for Activation projects including the Cultural & Community Events Programme, Major Events, Leading Festival Partnerships, Public Art Delivery, Strategy & Research and a Community Arts Programme.

AUTHORISING DIRECTOR

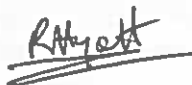
I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: David Lunts (RICKARDO HATT)

Position: Executive Director Housing & Land

Signature:



Date: 24/04/19

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

1. Introduction and background

- 1.1 The Royal Docks Enterprise Zone Delivery Plan approved in June 2018 sets out a programme of investment to support this once in a lifetime opportunity to restore a sense of place and purpose to the Royal Docks, to revive it as a distinctive and iconic location, recognised for its global reach and pioneering sustainable, inclusive and equitable growth for Newham. Cultural Placemaking and Activation has been identified as a key component of the Royal Docks Enterprise Zone Delivery Plan, and a budget has been approved to deliver an innovative and exciting cultural programme over the next five years.
- 1.2 This decision form sets out a 2019/20 Cultural Placemaking and Activation programme which supports the principles of Good Growth across the Docks. The programme will support key developments to attract inward investment and occupiers. The programme aims to attract audiences from both the UK and overseas, but at its core lies the commitment that the Royal Docks will continue to enrich the lives of local residents. It will be a place where visitors and locals come to be entertained or exercise, where they meet and mix with other communities and traditions, and where the area's vast array of creative talent is nurtured, developed and celebrated.
- 1.3 To realise this opportunity, major investment is needed early to overcome considerable challenges in the Royal Docks, including severe levels of spatial, economic and social deprivation.

Cultural Placemaking and Activation - a Place Based Approach

- 1.4 The Cultural Placemaking and Activation programme, outlined in this decision form, constitutes a major intervention. As outlined in the Royal Docks Enterprise Zone Delivery Plan, the programme will be working to achieve significant change in a relatively short period of time, working as a catalyst in conjunction with the other workstreams. The Cultural Placemaking and Activation programme is critical to the promotion and credibility of the Royal Docks – stakeholders and the community need to see, and experience change immediately.
- 1.5 The Royal Docks has a unique landscape for Cultural Placemaking and Activation, however to use these assets to best effect in the first year there is a need to be strategic, and work across identified priority areas which can deliver the most relevant benefits.
- 1.6 These priority areas are of key importance in Year 1 of the Royal Docks Enterprise Zone Delivery Plan and will naturally evolve over the full five years as the programme, team, expertise and Royal Docks landscape grows – the areas include:
 - **Royal Albert Dock / ABP:** Royal Docks' largest new development will see construction complete on Phase 1 in March 2019, with RAD programming beginning in June. As a newly opened area of public realm and significant workspace, it is imperative that the Royal Docks supports the activation of this new space to attract and engage both locals, visitors and potential occupiers.
 - **Silvertown Quays / The Silvertown Partnership:** This key development site will see the new development partner initiate a meanwhile programme in 2019 including public realm works and activation, encouraging locals and visitors to explore and experience the site, and garner interest.
 - **Thames Barrier Park:** Opened in November 2000, this 7-hectare green space was London's largest new riverside park for over 50 years. Currently underused, it has great potential to become a unique visitor attraction for London and the Royal Docks.
 - **Crystal Gardens:** As a key arrival site for the Royal Docks (via DLR and cable car) this area experiences higher than average footfall. This area is where many visitors first experience the Royal Docks and is a key thoroughfare for locals and workers.
 - **Custom House:** Already a key arrival site for those visiting Excel, with the arrival of Crossrail, this area will become a key interchange and route connecting north south and east west.

- **Albert Island / London & Regional:** The Royal Docks team will continue to work closely with the developer and local stakeholders to develop activity and future partnerships for this area.

Cultural Placemaking and Activation – Development and Delivery

- 1.7 The Cultural Placemaking and Activation programme for 2019/20 has been developed to meet two equally pressing needs: the immediate, urgent need to deliver a programme and support partners to activate the Royal Docks and the need to scope and develop the longer-term programme and partnerships. With Royal Docks residents and stakeholders having experienced many years of promised change it is imperative that the Royal Docks team delivers quickly.
- 1.8 The projects proposed for the first year are those identified as requiring the least development and will be managed as pilots where learnings are captured and incorporated into the longer-term programme. As staffing resource will be limited (with additional permanent posts in place from Sept/Oct) programme delivery is largely facilitated via cultural partnerships with local arts and community groups as well as wider cultural producers. This will enable maximum possible delivery within a time of restricted resource. Alongside delivery of the Cultural Placemaking and Activation programme throughout 2019-20, we will also work with a range of agencies and early delivery partners to fully explore and exploit longer term opportunities arising from public art (public realm, developers, Aerial Art Park), The Crystal exhibition space, and the Creative People and Places programme.

Cultural Placemaking and Activation – a Partnership Approach

- 1.9 The 2019/20 Cultural Placemaking and Activation programme has been developed in discussion with key stakeholders including GLA/LBN officers, development partners and local cultural and community groups.
- 1.10 The cornerstone of the Cultural Placemaking and Activation programme is a commitment to animate and activate the wide range of public spaces – old and new – in the Royal Docks and create a vibrant, attractive and coherent environment where people want to live, work and visit. Research undertaken by Space Syntax in summer 2018 shows that current footfall and dwell-time in the Royal Docks is currently well below the London average, with the majority of residents travelling outside of the area for shopping, work and amenities. Investment in cultural placemaking can help to shift perceptions of the area and encourage a significant increase in footfall into and around the Royal Docks, which will give confidence to potential businesses who want exciting and dynamic spaces for their staff and those considering retail opportunities in the area. Investment in placemaking has helped developers like Argent to secure a strong take up of space including high profile and diverse occupiers.
- 1.11 In order to ensure the successful integration and adoption of new developments into the wider Royal Docks landscape, the Cultural Placemaking and Activation programme will work closely with developers to design and programme their sites in a way which optimises local resident and visitor use and reduces any perception or experience of boundaries. The programme will develop and deliver a range of events and activities that encourage exploration and discovery across the Royal Docks, and where locals and visitors can create, participate and celebrate together.
- 1.12 The success of the Royal Docks very much depends on the local existing community being at the heart of the regeneration – local communities must be part of change and benefit from it, as well as businesses and investors. The 2019 Cultural Placemaking and Activation programme will provide a range of ways for local communities to engage with the area's transformation and will be informed by the community and existing local assets. Cultural events and projects will take place in existing and new public spaces inviting people to experience culture in familiar and unfamiliar venues. Local community and cultural organisations will be invited to be part of the programme through: involvement in events, funding opportunities, use of meanwhile sites and membership of a new community arts consortium that is being scoped in discussion with Newham Council and wider Newham partners. Community participation and engagement will ensure an authentic and credible cultural identity for the Royal Docks.

The Programme

1.13 The 2019/20 Cultural Placemaking and Activation programme has two strands:

Creative Delivery

1.14 Following scoping and partnership discussions over the last 12 months, the following programme of activity is proposed that will be delivered in collaboration with local and London wide community and cultural partners. The Creative Delivery strand will: improve cultural opportunities for local residents, increase footfall, raise profile and awareness, establish the Royal Dock's place identity, enliven the public realm, attract potential residents and occupiers, and create cultural partnerships and a growing cultural reputation.

A) Cultural & Community Events Programme Delivery Timeframe: June 2019 to March 2020

As identified in the Royal Docks Enterprise Zone Delivery Plan the Royal Docks needs a regular and consistent cultural offer. The Cultural and Community events programme will deliver this by scheduling events and activity throughout the year taking place during the day, evenings and on weekdays and weekends.

For 2019/20 this will include a high-profile 3-month summer festival provisionally titled '*Join the Docks*', an ambitious festival presented on the Enterprise Zone's key development sites as well as key public spaces. The festival will include 3 large capacity events (1 per month) as well as a number of smaller events and activations. Through current partner discussions we have already identified a number of collaborations with developer ABP and their planned activity in June which will support the opening of the first phase of Royal Albert Dock. We are also in discussion with the Silvertown Partnership to create a series of events that support an authentic meanwhile programme for Silvertown Quays. We will also explore opportunities for Cultural Placemaking and Activation in Custom House and Albert Island with the London Borough of Newham and developer *London & Regional*. There will be an opportunity for local groups to apply for funding to present new events as part of the festival.

Through 2018 we have developed festival partnerships with a number of local organisations that help to deliver a regular, distinctive programme. In 2019/20 we will work with these partners to deliver a diverse programme of activity to meet a range of social and economic priorities. These include: London Tech Week; Newham Word Festival; Newham Heritage Week; Crystal Gardens Animation; and activities marking key anniversaries and installations.

Services for development and delivery of Cultural & Community Events Programme will where relevant be procured as per the GLA's Contracts & Funding Code and/ or via TFL procurement.

B) Major Events Delivery Timeframe: July to November 2019

A number of major events proposed for the 2019/20 Cultural Placemaking and Activation Programme will generate profile or high levels of attendance. As the space to host large events in London slowly diminishes, the Royal Docks has a unique opportunity to capitalise on Silvertown Quays as a unique asset and to make it the home of new large events in the city. This will result in raising the profile of the area as a destination for exciting and iconic events.

Following the success of last year's Community Firework Display we will again deliver and support this event in partnership with London Borough of Newham. We will deliver Kids Summer Splash inviting locals and visitors to swim safely in the docks, as well as Royal Docks Unplugged, a music event showcasing Newham and London's up and coming talent in a series of intimate ticketed gigs giving audiences an opportunity to "see them first" in unusual, unique venues.

Services for development and delivery of Major Events will where relevant be procured via TFL procurement for Kids Summer Splash& Royal Docks Unplugged and as per the GLA's Contracts & Funding Code for the Community Firework Display.

C) Leading Festival Partnerships
Delivery Timeframe: July to November 2019

To help position the Royal Docks as a cultural hub and put it on the world stage as a distinct location for events and activation we will develop partnerships with leading festivals – working with them to present elements of their festival programme in the Royal Docks. These joint projects will be supported via grant funding. As well as invigorating the cultural offer within the Royal Docks it will also attract audience footfall that might not otherwise visit the area and help to place it on London's cultural map. The Leading Festival Partnerships will be procured as per the GLA's Contracts & Funding Code.

Partnerships that we are currently developing include:

- **Greenwich and Docklands International Festival (GDIF)**
Having recently secured interim funding under DD2308 (£43,000 approved January 2019) for a dance performance in Royal Albert Dock we will further develop the partnership with GDIF to present two high-profile projects across two key development sites. This builds on the 2018 pilot to secure a strong partnership with this leading established international festival.
- **London Jazz Festival**
The London Jazz Festival is a multi-faceted 10-day event taking place across London. It has grown to be not only London's largest city-wide music festival, but one of the major international jazz events. We will work with the festival to programme a series of events, taking place across the Royal Docks inviting audiences to experience jazz in new places.
- **Totally Thames - Rivers of the World Schools Programme**
Having recently secured interim funding under DD2308 (£17,000 approved January 2019) for the Ship of Tolerance project we will also work with Totally Thames to deliver their Newham focused Rivers of the World schools programme. Rivers of the World is an international art and education programme led by Totally Thames and delivered in partnership with the British Council connecting pupils around the globe to their local river through environmental, economic and cultural learning and themes. Students from Royal Docks schools, (primary & secondary) will be matched with students from other global river cities. Inspired by research and guided by professional artists they will create artworks for public display that will be exhibited in the Royal Docks.
- **Open House**
The festival offers an opportunity for the general public to tour closed buildings. We will apply to be part of the festival and open a number of buildings in the Royal Docks (The Crystal, Millennium Mills, Compressor House, Docks Pump House) inviting people to experience these hidden treasures.
- **Round the World Clipper Race**
A unique opportunity has arisen for the Royal Docks to host the Round the World Clipper Race finish in August 2020. This high-profile partnership strongly meets our programme principles including activating the water, celebrating Royal Docks international heritage and showcasing innovation and enterprise. This global event will place the spotlight firmly on the Royal Docks as the 11-month race reaches its dramatic finale. Activation and events around the race finish will also provide opportunities for the local community to engage.

The budget for this partnership will be structured across two financial years with the overall approval for the partnership and the funding included in this paper. The second half of the funding will be covered from the 2020/21 Activation budget.

D) Public Art Delivery

Delivery Timeframe: May 2019 to March 2020

As a vibrant new cultural destination, we will look to embed art and creativity throughout the fabric of the Royal Docks through permanent and temporary public art commissions (including exhibitions, installations etc) and through working effectively with key stakeholders and developers to ensure an ambitious, diverse, high quality, distinctive and coherent public art programme across their sites. The work outlined below will build on the 2018/19 pilot public art project delivered with UP Projects and artist Jessie Brennan.

This rooted but ambitious approach to public art across the Royal Docks will form a core element of the wider approach to placemaking to be determined more fully via the Cultural Placemaking Strategy and Public Realm Strategy. The programme will improve the experience for those visiting and working in Royal Docks, making public space more welcoming, engaging and encouraging exploration of the area.

Through 2019/20, we will:

- Having secured approval via DD2308 for an annual partnership with The Line (£20,000) the Royal Docks team now seeks approval for funding to facilitate a number of new public art installations reinvigorating the Royal Docks presence within The Line. A partnership with The Line will support Royal Docks in building public awareness and profile, visitor footfall and a cultural reputation.
- As previously approved in DD2308 (£20,000) we will continue to fund a freelance public art consultant who will lead on scoping a number of public art projects including the Mayor of London's Aerial Art Park, a Custom House Crossrail station commission and will work with the Royal Docks team and developers to advise on potential opportunities across development sites and public realm at all development stages.
- Work with the key developers in the Enterprise Zone to present a public art programme across a number of construction hoardings enlivening the public realm and engaging people with their changing spaces.
- Develop and deliver an exhibition programme which showcases local narratives and artists, across a wide of range of indoor and outdoor sites.

Creative Development

- 1.15 Alongside Creative Delivery, the Cultural Placemaking and Activation programme needs to also invest in research and strategy, and to scope projects which require longer term development.
- 1.16 Creative Development will establish the foundation for future cultural activity and includes working with a range of delivery partners to fully explore and exploit emerging opportunities. We will also commission research to address the identified gaps in current information and intelligence and provide a robust, evidence base with clear baselines.

A) Strategy and Research

Timeframe: April 2019 to March 2020

Given the environment of rapid change and complexity of stakeholders across the Royal Docks it is critical that we quickly establish and communicate a clear focus and direction for culture and placemaking. To do this, we have commissioned a cultural and placemaking strategy (first phase of funding £40,000 approved in DD2308) and this work will set out key principles and objectives, intended work programmes along with an implementation plan. This form seeks approval for the planned second phase.

We will also commission audience research to improve our understanding of local audience cultural profiles and engagement, building on the baselines to establish a range of impact measures and a framework for long-term evaluation. This research will be available to Royal Docks and LBN cultural partners to inform their work and decision-making. The Royal Docks team will procure an audience research company to undertake research at owned and supported events.

Event Market Research is a vital component of evaluating and planning events and is the tool we will use to capture and evaluate the economic and social impacts from the Cultural Placemaking and Activation programme. Research will be conducted at a series of events to create benchmark information that we can use to inform future event development and programmes. DD2308 approved Event Market Research at 5-7 events. This paper seeks approval to provide funding to scale up activity, with research at more events (up to an additional 20). The Royal Docks team will procure a market research company to undertake research at owned and supported events.

Informed by the Cultural & Placemaking Strategy key cultural and local stakeholders will continue to be invited to be part of a Royal Docks Cultural Partnership Group (regular meetings of the local creative and cultural network, plus activities such as observer visits and conferences) to engage with implementing the strategy's recommendations and commitments.

B) Improving Cultural Engagement
Timeframe: April 2019 to March 2020

A Royal Docks Community Arts programme will support local people to create, commission and curate outstanding arts and creative activities in their areas, and to promote the area as a place where exciting art - of all forms - is made and shown. It will grow links between people and artists/arts organisations, creating an enthused and productive network. As part of this work existing cultural organisations and amenities will be identified and supported as well as new partners being invited to engage with Royal Docks and its communities.

The Community Arts programme will be aligned with and supported by an emerging Newham wide consortium made up of a wide range of local arts and voluntary sector organisations (currently over 50) drawn from Royal Docks and wider Newham. Developed with support and input from LBN a bid will be submitted to Arts Council England (ACE) for the Creative People and Places scheme (a 4-year programme) – committing the consortium to match fund. This is a unique and timely opportunity to inform and partner with a Newham wide strategic programme, in a proven Arts Council England scheme which addresses and improves low cultural engagement.

The Community Arts Programme will where relevant be procured as per the GLA's Contracts & Funding Code and/ or via TFL procurement.

2. Objectives and expected outcomes

2.1 The Cultural Placemaking and Activation programme will deliver against the following objectives set out in the Royal Docks Enterprise Zone Delivery Plan:

- Help create lively, attractive and cohesive neighbourhoods animated by a cultural offer;
- Engage local communities in their changing place via the cultural programme.
- Increase visitor and local footfall through consistent and varied programming;
- Position the Royal Docks on the world stage as a distinct location for unique, ambitious events;
- Maximise cultural programming opportunities and impact through local partnerships;

2.2 The programme will also delivery against the Mayor's Culture Strategy as outlined in 4.3 below.

2.2 The projects will deliver the following outcomes:

- Improved perception/ awareness of Royal Docks as a destination
- Improved arts, heritage, sports and cultural provision and access
- Increase in footfall, dwell time and local spend
- Improved cohesion and sense of community
- Increase in reported levels of cultural and leisure engagement
- Improved cultural partnership working (local/wider)

2.3 The Cultural Placemaking and Activation programme will be comprehensively evaluated using industry standards to ensure we are able to effectively track and record impacts and outcomes.

2.4 The identified Cultural Placemaking and Activation projects will have the following outputs:

- Up to 250,000 attendance at 2019/20 Cultural Placemaking and Activation Programme;
- Delivery of a Cultural & Events Programme including three-month summer festival 'Join the Docks' –up to 33 events/ activities;
- Funding partnership with LBN Heritage Week – up to 10 events/ activities;
- Delivery of 3 major events;
- Funding partnership with Newham Word Festival 2020 – up to 10 events/ activities;
- Funding 4 x high profile leading festival Partnerships;
- Funding partnership with Round the World Clipper Race for race finish in August 2020;
- Delivery of up to 3 public art installations in partnership with The Line;
- Delivery of public art programme across construction hoardings;
- Delivery of exhibition programme;
- Delivery of Phase Two of the Cultural Placemaking Strategy;
- Audience research undertaken – report produced;
- Event Market Research at up to 20 events;
- Delivery of Cultural Partnership Group – quarterly meetings and observer visits;
- Development of community arts programme following result of CPP application;
- Resource of early delivery freelance public art consultant;
- Feasibility Report for Aerial Art Park and Custom House Crossrail Station commission.

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; and
- advance equality of opportunity and foster good relations between people who have a protected characteristic and those who do not.

3.2 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.

3.3 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 is planned to be inclusive and aimed at all Londoners, culturally and socially, achieved through the programme content, the broad and targeted approach to marketing channels, and access facilities at events. While many of the events within the programme engage directly with specific community stakeholder groups in their planning and highlight the contribution of specific communities, all of the events and activations are about bringing different communities together, sharing cultures and supporting social integration.
- 3.5 The Royal Docks team will work to deliver to the diversity commitments set out in: the Mayor of London's Cultural Strategy - Culture for All Londoners; All of us: The Mayor's strategy for social integration; Economic Development Strategy for London. The Royal Docks team will look to address and strengthen diversity across the Activation work programme, across areas including: local cultural engagement and participation; procurement; governance; creative skills and talent pipeline; curatorial input.

4. Other considerations

- 4.1 In line with the other strategic objectives set out in the Royal Docks Enterprise Zone Delivery Plan (Place, Connectivity, Economy and Promotion) Activation projects will be integral in accelerating and maximising the regeneration of the EZ and wider Royal Docks Opportunity Area.
- 4.2 Alignment with strategic areas identified in Mayor of London strategies including: Creating Artists' Workspace, Skills for Londoners, From Good Night to Great Night. A Vision for London as a 24h City, Cultural Infrastructure Plan, All of us: The Mayor's strategy for social integration, Economic Development Strategy for London, London Plan, Good Growth, Healthy Streets for London, London Housing Strategy, Transport Strategy.
- 4.3 The programme of work outlined in this DD has been developed to support strategic objectives identified in the Mayor of London's Cultural Strategy - Culture for All Londoners (published Dec 2018) include:
- Helping build and strengthen communities by investing in local culture (Policy 1)
 - Bringing Londoners together through major cultural programmes, festivals and events. (Policy 2)
 - Promoting the benefits of arts and culture for the health and wellbeing of Londoners (Policy 4)
 - Supporting and helping to protect creative and artist workspaces, particularly where they are affordable. (Policy 6)
 - Integrating culture into major infrastructure projects (Policy 7)
 - Championing high quality design, architecture and public art (Policy 8)
 - Supporting London's diverse historic environment (Policy 9)
 - Helping to increase diversity within the creative workforce (Policy 13)
 - Working with artists and cultural organisations to promote London as an open and welcoming city. (Policy 14)
 - Via London & Partners, promoting London's cultural riches to tourists. (Policy 17)
 - Thames Estuary Production Corridor: working with the Mayor, London Boroughs and South East Local Enterprise Partnership to support a large scale creative production corridor, creating jobs and training opportunities across the Estuary. (page 85)
 - The Mayor has made Culture and Creative Industries one of his key priorities, and Culture and Good Growth is a key aim of his Cultural Strategy.
- 4.4 Alignment with strategic areas identified in London Borough of Newham strategies and priorities include:

London Borough of Newham Local Plan - Overarching Objectives

- Harnessing growth and connecting people to opportunities arising from development in ways that ensure residents across Newham enjoy the same opportunities, access, health, prosperity and quality of life as other parts of London and UK.

London Borough of Newham Local Plan – SP6 Successful Town & Local Centres

- 2c. Diversifying uses, encouraging the location of services and flexible community spaces, 'meanwhile' uses, quality night-time economy, visitor and cultural attractions and facilities... in such centres as appropriate to their size and function, to add to their activity levels.

4.5 Key risks and issues

Risk Description	Mitigation
Reputational risk to the Mayor of Newham and Mayor of London of Cultural Placemaking and Activation activity not delivering on its stated objectives.	Partners are all experienced organisations with a track record of delivering festival programmes, medium to large Cultural Placemaking and Activations, and engagement with multiple stakeholders. There is also a robust multi-agency planning process (SAG) for the Cultural Placemaking and Activation programme, so early indications of potential failure can be identified.
Cultural Placemaking and Activation activity may be cancelled due to force majeure (e.g. extreme weather, industrial action etc).	External issues regularly monitored via project planning and risk assessment.
Communities not supporting the Cultural Placemaking and Activation activity and the reputational risk to the Mayor of Newham and Mayor of London associated with this.	Engagement is made with relevant communities, by London Borough of Newham to ensure appropriate consultation with communities is made.
Failure to recruit new roles in Cultural Placemaking and Activation team.	We will work closely with the GLA HR team to ensure the roles are advertised throughout the events and culture sectors as well as ensuring opportunities are shared widely within most appropriate networks.
Lack of attendance and footfall at events and Cultural Placemaking and Activations.	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 and Activation projects.
Site enabling work not completed on time.	Set clear deadlines for completion of all enabling work. Hold regular project meetings to monitor progress and seek possible alternative venues if progress is not on target.

5. Financial comments

- 5.1 This decision requests approval for up to £1,997,500 of revenue expenditure from the Royal Docks EZ approved budget for Cultural Placemaking and Activation projects including the Cultural & Community Events Programme, Major Events, Leading Festival Partnerships, Public Art Delivery, Strategy & Research and a Community Arts Programme. The expenditure will be incurred in 2019-20.
- 5.2 This expenditure will be funded from the £212.5 million approved delivery plan budget confirmed in MD2338. These projects were endorsed by the Royal Docks Enterprise Zone Programme Board on 12 March 2019.

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 which 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; and
- 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, 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 the GLA intends to procure services. Section 9 of the GLA Contracts & Funding Code requires the GLA to engage with TfL Procurement, develop a procurement strategy with TfL Commercial (if valued over £100,000) and seek a call-off from a suitable framework where possible or, if not, undertake a formal tender process to procure such services in relation to all contracts for services with a value above £150,000 before the commencement of the services.

6.5 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, State Aid rules and in manner which 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.

7. Planned delivery approach and next steps

Activity	Timeline
DD approved	April 2019
Delivery Start Date:	April 2019
Delivery of Projects:	June 2019 to March 2020
Delivery End Date:	March 2020
Project Closure: [for project proposals]	March 2020

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/NO

If YES, for what reason:

DD is to be deferred as the disclosure of the estimated Activation costs would prejudice the GLA's ability to solicit genuinely competitive bids for related services. The Royal Docks team also undertake consultation with communities and projects who receive funding, and the disclosure of ring fenced budget prior to any full funding application process or partnership might adversely affect subsequent funding negotiations/ outcomes.

Until what date: (a date is required if deferring) 1st April 2020

Part 2 - Sensitive information

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

Is there a part 2 form - YES/NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

David Holley 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 8 April 2019.

EXECUTIVE DIRECTOR, RESOURCES:

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

Signature

M. J. Allen

Date

23.4.19