

# GREATER LONDON AUTHORITY

## REQUEST FOR DIRECTOR DECISION – DD2627

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

In August 2018, 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 series of projects under the five strategic objectives of Place, Connectivity, Economy, Culture and Promotion. MD2338 delegated authority to the Executive Director of Housing and Land to approve, through Director's Decisions (DDs), income and spending proposals for projects to be funded from within the approved £212.5m expenditure budget envelope.

This DD requests the reallocation of £615,000 from underspends on previous approvals, which were primarily due to the impact of COVID-19 lockdowns and restrictions on live events in 2020 and 2021. The reallocated funds will support the continuity of the Royal Docks' cultural placemaking programme in spring and summer 2023, 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 September 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 against each of its work areas for the next two-years.

#### Decision:

That the Executive Director of Housing and Land approves:

- 1) reallocation of budget, between projects, of up to £615,000 of revenue expenditure previously approved to deliver on activities as part of the 2023-24 Royal Docks cultural placemaking and activation programme
- 2) delegation to the Royal Docks Programme Director to receive and spend sponsorship and fundraising income, from suitable partners, without the need for a further Decision Form to enhance the interim Cultural Placemaking Programme for 2023-24.

#### 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 March 2023



## PART I – NON-CONFIDENTIAL FACTS AND ADVICE

### Decision required – supporting report

#### 1. Introduction and background

- 1.1. The Royal Docks team is currently in the process of developing its two-year delivery programme and will be taking a comprehensive Business Plan to the Royal Docks Enterprise Zone (EZ) Programme Board in September 2023, for endorsement. Subsequently, 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 against each of its work areas for the next two-years.
- 1.2. This DD requests the reallocation of £615,000 from underspends on previous approvals, to fund projects planned for the 2023-24 cultural placemaking programme. This requires contracts to be in place by the end of March 2023. The reallocation of underspends will fund contracts for two production companies working on cultural projects between April and August, two international/community arts festival events taking place in the summer, a net-zero temporary structure as part of the Royal Docks Summer of Sustainability, and research and development for Royal Docks Originals' new commissions. These activities all form part of the 2023-24 cultural placemaking programme plans which were considered and endorsed by the Royal Docks EZ Programme Board on 25 November 2022. 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.
- 1.3. This DD also seeks to address historic underspends on approvals due to the impact of COVID-19 lockdowns and restrictions on live events in 2020 and 2021. Due to COVID lockdowns, projects planned for 2020 and 2021 were adapted, postponed or delivered in COVID-safe methods, with reduced expenditure. In addition, we are seeking to repurpose underspends on a few pilot projects from 2018 and 2019 (before the Royal Docks Cultural Placemaking Strategy was adopted) which were adapted with learnings from the early phase of work.

#### *Income, Procurement and Delivery*

- 1.4. The Royal Docks team 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 accordance with the GLA's equality policy, subsidy control rules, in a manner that ensures value for money and in accordance with the GLA Contracts and Funding Code. This will be done in conjunction with TfL Procurement and TfL Legal.
- 1.5. The detailed budget breakdown for projects is detailed below.

Existing Decisions	Approved Amount	Actual Spend	Projects Not Delivered	Reallocation Amount
DD2308	£448,800	£412,556	Additional resource: this was not required as interim support was covered internally	£36,244
<b>Total</b>				<b>£36,244</b>
DD2347	£1,997,500	£1,837,374	London Tech Week: production under budget	£12,500
			London Open House: event postponed	£5,000
			Public art exhibitions: budget reallocation COVID	£1,989
			Public art hoardings: budget reallocation COVID	£50,000
			The Line projects: multi-year project – COVID impact	£12,178
			Audience research: work postponed – COVID impact	£30,000
			Event market research: work postponed – COVID impact	£4,959

			Audience development local arts engagement: multi-year project budget – COVID impact	£43,500
<b>Total</b>				<b>£160,126</b>
DD2450	£1,436,000	£1,145,077	Event market research: work postponed – COVID impact	£101,179
			Cultural steering group/network: project longer lead-in – COVID impact	£1,203
			Creative youth apprenticeship: project redeveloped; budget not yet allocated – COVID impact	£35,000
			Join the Docks summer programme: production cost saving	£4,512
			London International Festival of Theatre (LIFT): smaller project – COVID impact	£10,000
			Making Space (public art): timeline of work changed – COVID impact	£28,000
			Research and development: new project development timeline changed – COVID impact	£10,000
			EURO 2020 repurposed as event bidding strategy, Assistant Director approval: project delayed – COVID impact	£50,000
			Facilities management resource not required for 2020 – COVID impact	£40,513
			Royal Docks poetry/spoken word project: cancelled – COVID impact, part fund repurposed with Assistant Director approval, remaining funds now to be repurposed	£10,516
<b>Total</b>				<b>£290,923</b>
DD2560	£54,800	£48,000	New project development: delayed – COVID impact	£6,800
<b>Total</b>				<b>£6,800</b>
DD2528	£1,014,500	£930,099	Cultural Connectors, network panel: project timeline elongated	£14,800
			Research and development: impact of COVID on research trips	£10,000
			Sustainability and access: training delayed – COVID impact	£8,500
			Royal Docks Originals: budget saving	£7,164
			London Open House: reduced budget	£3,750
			Cultural Connectors takeover/local venues programme: project budget saving	£13,287
			Facilities management resource: full programme support not required due to COVID	£26,900
<b>Total</b>				<b>£84,401</b>
DD2563	£1,080,500	£1,043,994	Newham Word Festival: project cancelled following review of investment to support young people	£15,000
			Football, Fashion and Food – Green Street takeover: project achieved with budget saving	£6,500
			Queen’s Platinum Jubilee: budget saving	£15,006
<b>Total</b>				<b>£36,506</b>
<b>Grand Total</b>				<b>£615,000</b>

1.6. Detailed information regarding the project budgets is available in Part 2 of this Decision Form. Below is a summary of projects requiring approved funding to be delivered by August 2023.

<b>Projects</b>	<b>Detail</b>	<b>Amount</b>
Seasonal activation	Production company	£175,000
Royal Victoria activation	Production company	£200,000
Projects to be contracted in March-April 2023	<ul style="list-style-type: none"> <li>• Summer of Sustainability – net zero venues</li> <li>• Royal Docks Originals – new commissions</li> <li>• Summer festival events</li> </ul>	£240,000
<b>Grand Total</b>		<b>£615,000</b>

- 1.7. In order to flexibly respond to income generating opportunities during the delivery of our programme, where appropriate we 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) to assist in the enhancement and promotion of our events. All external income sought will be in accordance with GLA financial regulations and the GLA Sponsorship Policy.
- 1.8. Therefore, this Decision Form seeks delegation to the Royal Docks Programme Director to receive and spend sponsorship and fundraising income, from suitable partners, without the need for a further Decision Form to enhance the interim Cultural Placemaking Programme for 2023-24.

## **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 strategic objectives and expected outputs for the Delivery Plan are outlined in the table below.

<b>Strategic objective</b>	<b>Expected outputs</b>
<p><u>People</u></p> <p>Address barriers to participation by actively involving communities in the programme.</p>	<ul style="list-style-type: none"> <li>• Creative connector group of local resident participants involved in cultural activities throughout the spring and summer. These activities include newsletters, offers and meetings.</li> <li>• Eight Dock Local panellists attending facilitated meetings, and selecting elements of the summer and winter programmes.</li> </ul>

<p>Nurture future generations of creative and cultural practitioners and audiences.</p> <p>Establish an active network of creative organisations and artists to support the Royal Docks’ burgeoning cultural community.</p>	<ul style="list-style-type: none"> <li>• Youth arts strategy development led by a local creative producer.</li> <li>• Ten youth-led projects as part of the Royal Docks’ Summer of Sustainability.</li> <li>• Youth skills development project as part of the Ensemble Festival in summer 2023.</li> <li>• Launch of a creative network following a 25-member pilot project.</li> </ul>
<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"> <li>• Development of new heritage commissions that involve local people and groups, and tell the story of the Royal Docks’ past, present and future.</li> <li>• 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.</li> <li>• Development and delivery of Kids’ Summer Splash (KSS) 2023 and associated activities. In 2023, we are adapting the KSS model to the new footprint following the GLA’s arrival at the new City Hall.</li> <li>• Deliver increased cultural footfall and attract media attention for the Royal Docks Summer of Sustainability; the Greenwich + Docklands Festival; and the Ensemble Festival.</li> </ul>
<p><u>Place</u></p> <p>Help create lively, attractive and cohesive neighbourhoods, animated by a cultural offer.</p> <p>Increase cultural visitor footfall in the Royal Docks through consistent and varied programming. Increase cultural attendance</p>	<ul style="list-style-type: none"> <li>• Deliver a varied programme of events across the summer to complement the Summer of Sustainability programme. Key locations are Royal Victoria Dock West, Royal Albert Dock and Thames Barrier Park. There will also be support for partner projects at Silvertown Quays.</li> <li>• Up to 10 youth-led events, 15 events for the Greenwich + Docklands International Festival and the Ensemble festival, five Dock Local events and 23 days of KSS with associated activities. There will also be Greenhouse Theatre and associated activities, plus preparation for the autumn/winter programme and Royal Docks Originals 2024.</li> <li>• Attract 25,000 attendees to activities as part of this DD.</li> <li>• Working with event research company DJS Research to identify the breakdown of local and visitor attendees.</li> </ul>

<p>of local people at events in the Royal Docks.</p> <p>Use meanwhile projects to explore and test what works and what is needed to achieve our ambitions.</p>	<ul style="list-style-type: none"> <li>• Work with new operators at Royal Albert Dock to test the site for cultural activation – including events to support the EBK E-Bike Grand Prix and the Brompton World Championship.</li> </ul>
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2.3 The Royal Docks cultural placemaking and activation programme has been refined to ensure that it is making a robust and holistic contribution to the COVID-19 recovery strategies of the Mayor of Newham and the Mayor of London. 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 we pay and actively support the London Living Wage
- physical and mental wellbeing – providing stimulating and relevant things to do and see, social opportunities, and events that promote physical health and wellbeing
- the green economy – supporting internal Royal Docks teams and incoming projects with a strong green economy focus, and through our adoption of environmental policies across all our work
- a local world-class cultural centre – ensuring that the Royal Docks cultural placemaking and activation programme provides a local offer that is enriching and enjoyable for local people, enhancing their lives and offering opportunities.

2.4 Key quantitative outputs, and their relationship to COVID-19 recovery and the cost-of-living crisis, are demonstrated in the table below:

<b>Output</b>	<b>Amount</b>	<b>Outcome</b>
Professional creative and cultural workers employed	250	Supporting freelance creative and event practitioners and helping to reset London’s cultural economy
Youth participants	500	Providing enriching opportunities to young people and supporting the talent pipeline
Community participants – adult and family	800	Building stronger communities through engagement and creative participation
Cultural events	555	Providing high-quality activities locally for residents and workers
Local and visitor audience members at cultural events	55,000	Building community cohesion and social opportunities, and enriching experiences plus supporting the local economy

### 3. Equality comments

3.1 Under section 149 of the Equality Act 2010, as a public authority, the GLA must have ‘due regard’ of the need to:

- eliminate unlawful discrimination, harassment and victimisation
  - advance equality of opportunity and foster good relations between people who have a protected characteristic and those who do not.
- 3.2 The implications of this proposal have been assessed against the Public Sector Equality Duty. It is considered that it will have a positive impact through the provision of cultural activities and participation that are co-designed with Newham communities. 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 Royal Docks EZ Delivery Plan projects 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. 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 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	Creative connectors and Dock Local Panel groups of local people 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 This decision requests approval for reallocation of up to £615,000 of revenue expenditure from underspends previously approved under DD2308, DD2347, DD2450, DD2560, DD2528 and DD2563 to support the continuity of the Royal Docks’ cultural placemaking programmes and projects to be delivered in spring and summer of 2023. Detailed programmes and forecast spend are listed in section 1.6 of this decision.



5.2 This expenditure is part of the £212.5 million approved delivery plan budget confirmed in MD2338. The costs will be incurred in 2023/2024 from the Royal Docks 2023/24 budget that is funded from EZ Business Rates. The programmes and projects will be managed by the Royal Docks team within Strategic Property & Programmes team 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.

6.5 Section 1 of this report indicates that the GLA intends to provide grant funding. Officers must 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.

6.6 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.

6.7 Section 1 of this report indicates that the GLA intends to seek sponsorship. Section 13 of the GLA Contracts and Funding Code requires the GLA to abide by the GLA Sponsorship Policy before seeking sponsorship for an activity or event.

## 7. Planned delivery approach and next steps

Activity	Timeline
Delivery start date	March 2023
Delivery of projects	April 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 either be published within one working day after it has been approved or on the defer date.

**Part 1 – Deferral**

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

If YES, for what reason: 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: September 2023

**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 – Yes**

**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 March 2023.

**EXECUTIVE DIRECTOR, RESOURCES:**

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

**Signature**



**Date**

27 March 2023

pp. Enver Enver on behalf of David Gallie