



Royal Docks Team - Invitation to Quote

Consultant – Water Arts and Events Cultural Placemaking Programme

Deadline for submission: Monday 6 February

1. Summary

The Royal Docks Team (RDT) is seeking a consultant to provide planning support to realise its ambition to become a major international centre for water-based cultural projects and events. This is a key programming strand of the Royal Docks Teams Cultural Placemaking Strategy.

This commission will develop a strategy and proposed 3-year programme for arts and events that invigorate the Royal Docks water through cultural programming. It will make recommendations on creative and event concepts, programming, audiences, income streams, and practical plans to achieve the programme, including international networks and opportunities, proposed artists and partners, production requirements and budgets, and resources and infrastructure needs.

The commission will support the development of the RDTs Placemaking Strategy, now in development led by consultants DK-CM, with consultants Fourth Street preparing a commercial strategy for water use and activation. Information from the DK-CM commission will help define the cultural spatial parameters for the commission within a broader coordinated approach. The cultural commission will provide relevant cultural programming information to support the development of DK-CM's recommendations regarding activation of the Royal Docks water.

The consultant will be managed by the RDT, reporting to the RDT Head of Cultural Programme and Partnerships. The commission will have significant overlap and engagement with the work of DK-CM and Fourth Street, therefore, the consultant will be required to work within, and make reports into, the process led by DK-CM. The consultant will also work with the Royal Docks Management Authority (RoDMA) who manage the Royal Docks water and associated infrastructure and with key Royal Docks stakeholders as required.

2. Context

Once London's gateway to world trade, today the Royal Docks is one of the UK's most important regeneration stories. This vast area in the borough of Newham is re-emerging as a commercial and cultural hub of global significance, and an exciting urban waterfront. A joint initiative of the Mayor of London and the Mayor of Newham, managed via the Royal

Docks Enterprise Zone Programme Board (EZPB), the RDT is a multi-disciplinary team established to help deliver the cohesive transformation of the Royal Docks into a vibrant, mixed-use destination with its local community at its heart.

In March 2021, the EZPB endorsed a compelling and ambitious vision for the Royal Docks to become the Cultural Engine of London, placing culture and creativity centre stage in terms of the future life of the area.

Once the largest enclosed docks in the world, the 250 acres of water at the centre of the area remain its defining feature, and Royal Docks Cultural Placemaking Strategy identifies the opportunity for the Royal Docks to capitalise on this by becoming a major international centre for world class water-based events and performances. 'On the Royal Docks' is one of four programming strands of the Strategy, focusing on ambitions for the water. Ideas in the strategy include:

- the formation of a new water-based events consortium with other like-minded and similarly endowed places around the world
- co-commissioning plans for large-scale spectacles
- floating stages incorporating performance and music through potential collaborations with London opera, music and theatre companies and major commercial promoters
- art on the water ranging from small scale interventions to major landmark pieces that put the area on the cultural map
- plans for the Royal Docks to be the site for some of the world's most significant water based events, and cultural festivals.

Newham is one of the youngest and most diverse communities in the UK and engagement, participation and influence of local people are at the heart of Royal Docks Cultural Placemaking Strategy. This commitment runs throughout each strand of the Royal Docks cultural programme which blends global artistic excellence with local community engagement. Our ambitions for water-based arts and events are positioned to ensure diversity in the public realm and the engagement and representation of our community in all areas of work.

For further information see the Royal Docks' Cultural Placemaking Strategy ([link](#))

3. The Brief

The consultant will focus on delivering the following outcomes:

- a) **World-class Water-based Arts/Events**– providing specific knowledge, insight and learnings from water based cultural projects and events nationally and internationally to inform the strategy, supporting the RDT to develop the networks and experience required to commission, produce and present an ongoing programme of water arts and events
- b) **Programming** - developing a programming and commissioning plan and framework that represents the diversity and interests of local people and positions the Royal

Docks as a major destination, identifying target audiences and potential partners, artists and producers in the UK and further afield with a focus on spectacular, new and innovative work

- c) **Physical operations in/on the water** – advising on the production requirements, access and physical infrastructure needed to deliver arts/events projects on water
- d) **Commercial Strategy** –providing advice for the development of an overarching business model for the Royal Docks water activation including:
 - revenue/cost implications across the full range of potential programming in the short, medium and long term
 - commercially-oriented principles and criteria that will help to guide the prioritisation and sequencing of projects
 - the role of non-revenue generating projects as part of a portfolio approach to creating a successful destination
 - preliminary market and financial analysis of individual projects in order to assess their viability and deliverability
- e) **Placemaking Strategy** - Working within DK-CM’s existing framework to inform the wider Placemaking Strategy plans and recommendations

Following this consultancy there will be an opportunity for the consultant to tender to produce a pilot project and/or development activity to support the outcomes of the consultation. This will be subject to a separate tender process.

4. Key Deliverables & Timeline

It is anticipated that this consultancy will be conducted over a 4 month period commencing in March 2023. To ensure swift delivery of outcomes that will inform and support the work of DK-CM and Fourth Street, elements of the commission will be required to be prioritised in the first 3 months. DK-CM’s commission is set to conclude at the end of May 2023.

Key deliverables will include:

Research and Development

- Review available information gathered through the wider Royal Docks Placemaking Strategy, existing strategic plans and development proposals to identify opportunities and approaches for water-based cultural activities
- Become familiar with the Royal Docks cultural programme, key partnerships, existing water users, and project stakeholders;

Contribution to wider Placemaking Strategy

- Ensure parity with DK-CM and Fourth Street’s working methodology to ensure a joined-up approach and a timeline of outcomes aligned with Stage 2 of

the Royal Docks Placemaking Strategy – to include attendance at 2 no. monthly client meetings and one dedicated workshop to initiate collaborative working.

- Ensure that relevant information is provide to DK-CM and Fourth Street to inform the recommendations of the Royal Docks Placemaking Strategy
- Set out clear proposals for the type of cultural activation opportunities relevant to identified locations, including the resources and infrastructure required, audiences, and prospective income and expenditure.

Future cultural/events programme

- Research potential water-based arts, performance and events, artists, projects and methodologies, explore financial and infrastructure resource needs, income and fundraising opportunities
- Research other places around the world which offer large scale water-based activities as potential members for a new water-based events consortium, exploring the appetite and fundraising opportunities to become co-commissioning partners for large-scale spectacles
- Research UK and international commercial and subsidised partners and festivals as producers of performance and music for floating stages and other potential uses of the water.
- In collaboration with GLA events and London and Partners, research prospective events to bring to the Royal Docks and other leisure uses that will complement the cultural programme and support the ambition for the Royal Docks to be the UK's premiere site for water based major events.
- Work with RDT and DK-CM to ensure that key local stakeholders and communities opinions and views help inform planning at an early stage.

Key Outputs

- Develop a financially viable water-based arts and event programming strategy and a three-year programme outline that delivers the ambitions of the Royal Docks Cultural Placemaking Strategy and the developing Placemaking Strategy
- Establish a proposal for an international water-based events commissioning consortium and its membership made up of like-minded and similarly endowed places around the world
- Build a database of warm contacts of:
 - UK and international commercial and subsidised producers and festivals keen to explore future music, theatre and other cultural options on the water

- World-class artists and event creators with the relevant experience and capacity to work within the Royal Docks future programme
- Prospective events to bring to the Royal Docks, and other leisure uses that will support the ambition for the Royal Docks to be the UK's premiere site for world's most significant water based major events.
- Set out a plan for raising revenue through ticketed events, funding, corporate commercial activity and event hires which matches agreed ambitions
- Contribute to the findings and recommendations of the Placemaking Strategy

5. Your Proposal

Please provide a brief proposal of your approach to this commission, which provides:

- Previous relevant experience and proven track record in developing innovative and popular arts and event programmes that serve diverse audiences and drive tourism, particularly in water-based environments
- Examples of programmes developed, and artists commissioned, including experience of supporting and working with artists from underrepresented groups
- Previous experience of working with a range of local authority, developer/landowner and public realm partners and stakeholders
- Experience of developing commercial approaches to large scale works including income generation from public, private and earned income sources
- An outline schedule/work plan including a response to how this will fit into the DK-CM's programme. The workplan should identify the number of days to be worked, the approach you will take and highlighting key milestones and the daily rate.

The proposed fixed fee should not exceed £25,000 (excluding VAT) and should include all costs including expenses

The consultant will be working with Royal Docks' Head of Cultural Programme and Partnerships, members of the Royal Docks Culture and Activation and Place teams, its Placemaking Strategy consultancy team, DK-CM, Fourth Street and RoDMA and will be expected to attend regular progress meetings.

In terms of the timeframe to deliver the work, ideally the consultant needs to start by March 2023 and complete by the end of June 2023.

A second contract to produce a pilot project or other outcomes of the consultation may be available to tender following this first strategic project

6. Appointment Criteria

Criteria	Weight	Pages (A4)
Experience of: <ul style="list-style-type: none"> • Relevant strategic programme developed that connects with diverse audiences and drives tourism, and artists commissioned • Developing networks and partnerships with established commercial and subsidised partners of scale – ideally in the UK and further afield • Generating funds from earned income and fundraising and developing audiences • Developing successful frameworks, strategy and guidance • Production and project management of similar programmes of this scale • Working across complex stakeholder groups and highly regulated environments • Working with local communities from different socio-economic backgrounds 	50%	2
Proposal: <ul style="list-style-type: none"> • An outline schedule/work plan, identifying number of days to be worked and highlighting key milestones • Proposals of how to incorporate the findings of this work within the work of the wider Placemaking Strategy consultants • Ability to work flexibly across internal and external stakeholders • Two references relevant to this contract • Programme, setting out days/activity aligned with cost proposal below 	30%	2
Cost: <ul style="list-style-type: none"> • Budget proposal, setting our resources and days/activity aligned with your programme • NB: This is a fixed fee appointment 	20%	1

7. Water Activation Case Studies

Please find below some examples of water cultural projects and events that demonstrate the opportunity we have in the Royal Docks. There may be opportunities in the future to deliver a pilot project as a follow on from this work.

Case Study 1: Floating Stage Bregenz Festival

The Bregenz Festival is a renowned music festival that transforms the small lakeside town in Austria into a cultural destination each summer. The Festival features a different opera every second year performed on a vast floating stage constructed on the shores of Lake

Constance. The stage is the centre piece of the annual festival, hosting the elaborate productions that are famous for their spectacular set-designs and performed to audiences of up to 7000 people watching from the lakeside amphitheatre. It is transformed by a new commissioned set every two years for the new opera.



Case Study 2: Art on the Water

The Archaeology of Bathing by Robyn Backen reflected upon the history of bathing at Woolloomooloo Bay. The installation traced elements of the former Domain Baths for Ladies opened by Mrs Biggs in 1833, and recalled cultural attitudes in the new colony and the closeted modesty associated with the early days of bathing. Steel steps lead down from an entrance frame on the shoreline to a cage-like structure representing the old bathing machine, used to protect ladies from sharks and the attention of men while they bathed. The naval presence in Woolloomooloo Bay was signified by Morse code messages in lights around the entrance frame, triggered by people approaching the site. A floating jetty led out from the cage to navigational cardinals marking the perimeter of the original baths.



Case Study 3: Floating Cinema

Transforming the water into an open-air auditorium, attendees watch a film on a large screen whilst floating in individual boats. Successful commercial pilots have already taken place in Paris, Venice and Central London.



Case Study 4: Olafur Eliason's waterfall

'Waterfall', 2004 - Installed in both interior and exterior locations, the cascading waterfall evokes the sight, sounds, and rhythm of a natural waterfall. The clearly exposed construction allows viewers to understand the mechanism behind the phenomenon.



8. Compliance with IR35 Legislation & your employment status

To ensure the GLA is complying with recent changes in legislation, please answer the following questions.

Please Note: This is a PASS/FAIL section, therefore a negative response to questions 1c) & 2 will result in your tender being rejected.

1. A) Please state if you are an individual providing your services via a personal service company (i.e. a limited company that typically has only 1 or 2 directors, where some of the individuals providing the services hold more than 5% share in the company) or via a partnership (typically where the individual providing the services is a partner, and is entitled (alone or with one or more relatives) to 60% or more of the profits. YES/NO

B) Are you self-employed? YES/NO

C) If you have answered YES to 1. A) or 1. B), please confirm that should you be awarded the contract to deliver this requirement you agree to undertake an employment status assessment and to accept the GLA's decision to alter the engagement route if the arrangement falls within IR35 Intermediaries Legislation or if the engagement is deemed to be one of employment for tax purposes. YES/NO

2. Please confirm that should you engage personal service companies to deliver the Services you are expressing an interest in, you will inform GLA that this is the case and co-operate with GLA in relation to any questions raised to identify whether the Intermediaries Legislation applies; and if GLA confirms that it does, you will make all relevant deductions for tax and national insurance (in accordance with Chapter 10 Part 2 ITEPA 2003 and NIC legislation). YES/NO

Please include clearly in your submission your answers to the questions above as part of your bid, if you fail to provide answers to this section we reserve the right to reject your submission.

9. Deadline for Proposal

Proposals should be sent by email to Sara Maxted

Sara.Maxted@royaldocks.london

By 5pm on Monday 6th February