

ROYAL DOCKS ORIGINALS

Brief: Consultant for Inclusive Practice Framework Royal Docks Originals

About The Royal Docks Team

The Royal Docks Team (RDT) a multi-disciplinary team brought together by the Mayor of London and the Mayor of Newham to support the regeneration of the area; London's only Enterprise Zone.

Established in 2017, the team is helping to deliver the cohesive transformation of the Royal Docks into a vibrant, mixed-use destination with culture and community at its heart.

In partnership with a wide range of stakeholders from local community groups to developers and local businesses, the RDT is governed by the Enterprise Zone Programme Board and is delivering an ambitious investment programme to support development over the next 25 years and beyond.

The RDT is looking for a consultant to work with us to create an **Inclusive Practice Framework** for our upcoming biennial festival, Royal Docks Originals. ([Find out more](#) about the 2025 edition).

About Royal Docks Originals

Royal Docks Originals is the area's flagship cultural festival supporting and showcasing cultural and creative projects made here. A biennial festival, Royal Docks Originals, is being created throughout 2026/27 and will be presented in autumn 2027.

Royal Docks Originals has four guiding principles:

1. **It's a movement, not just a moment:** creatives, communities and organisations from across the Royal Docks work together to make the festival - supporting community cohesion and the ongoing growth and enrichment of the Royal Docks cultural ecosystem.
2. **Original work made here:** the festival commissions and showcases culture and creative industries made in the Royal Docks
3. **By and with the community:** residents, workers and students are invited to take part – creatively and as Festival team members
4. **Inspired by and rooted in the Royal Docks:** all projects respond to the area's iconic land and waterscape and its diverse communities.



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Royal Docks Originals (RDO) 2027 will have several thematic stimuli which are relevant to Royal Docks people and places, and which are current to the festival year. For the 2027 edition, one of these inspirations will be [The Wake](#) which will be unveiled at London Museum Docklands in summer 2027. This new sculptural memorial will honour enslaved Africans who were trafficked as part of the transatlantic slave trade, and their descendants. Other festival themes relate to transition and developments in the area.

Context for the Framework

Royal Docks Originals is a festival rooted in the stories and communities of the Royal Docks. As a programme that explores the area, including its complex histories - which encompass the legacy of global trade and the transatlantic slave trade - we are committed to ensuring that everyone can participate, contribute and benefit safely regardless of background, identity or circumstance. We want to create an inclusive practice framework that supports this intention.

Purpose and Objectives

The current objectives for the Inclusive Practice framework are as follows:

- To use this framework to support all those involved with RDO to approach often traumatic and challenging histories with care
- To establish a shared set of principles and language for inclusive practice across RDO.
- To clarify roles, responsibilities and expectations for the different people and organisations involved in the festival.
- To embed inclusive practice throughout the lifecycle of the programme, from commissioning and development to delivery and evaluation.
- To develop practical tools that enable the framework to be applied consistently.
- To build the confidence and capability of the RDO team and partners to put the framework into practice.

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Scope of the Framework

We have identified several areas that we believe the framework should address, outlined below. These are intended as a starting point rather than a fixed structure. We are seeking a consultant who can bring specialist expertise to critically review and develop these areas, identify gaps, draw on relevant good practice and existing GLA policies and resources, and work collaboratively with the RDO team and key stakeholders to develop a practical and usable framework.

- **Values:** The framework should establish a set of guiding principles which inform every aspect of delivery - developed in liaison with the RDO Advisory Group who represents a RDO Partner group of circa 60 members – local residents, individuals from local businesses/ organisations and other key stakeholders based in the Royal Docks.
- **Representation and Shared Decision Making:** we want to ensure that diverse perspectives and an anti-racist approach are embedded throughout the development and delivery of Royal Docks Originals 2027 and that local communities have meaningful opportunities to shape the programme, for example. This includes involvement and influence in decision making, in how stories are found and represented, in how diverse perspectives are proactively sought, in how conflicting perspectives are navigated and in how decision-making processes remain transparent.
- **Commissioning and Procurement:** we want to make sure that everybody hears about opportunities and feels encouraged to apply, that application processes are open and accessible, that inclusive practice is adhered to when selecting artists and partners, that support is available to smaller or less experienced organisations.
- **Language, Interpretation and Storytelling:** as the festival explores complex histories, the framework should include guidance on language and interpretation including agreed terminology, using language informed by lived experience. We want to create respectful communications, ensuring multiple perspectives are represented, creating principles for interpreting difficult histories in ways that are accurate, inclusive and culturally sensitive.
- **Participation and Co-Creation:** Royal Docks Originals is committed to working with local communities as active collaborators, as well as participants. We have a methodology in place to involve local communities in key decisions around the development and delivery of RDO and we would value the input of the consultant on how this is working in practice

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- **Duty of Care:** The framework should define what duty of care means within our work, how it expands beyond physical safety to include emotional, psychological and cultural wellbeing and the responsibilities of RD staff, partner organisations, and commissioned artists.
- **Safeguarding:** The framework should clearly articulate how existing GLA safeguarding policies and procedures apply to RDO, and where responsibilities lie. It should identify any areas where additional RDO-specific guidance, processes or reporting pathways are required.
- **Accessibility:** Accessibility should be embedded throughout the process for each person that participates. The framework should consider barriers before, during and after participation/performance, including and not limited to communications and how information is shared, physical accessibility of spaces and multiple entry points to engagement.
- **Evaluation, Impact and Learning:** The framework should consider how inclusive practice is embedded, monitored and reviewed throughout the development and delivery of RDO - and how this can act as a starting point for a wider ambition regarding the decolonisation of our work.

Core Deliverables

- A statement of intent: outlining the project and its context
- An RDO Inclusive Practice Framework
- A concise, accessible summary or practical guide for those making and delivering RDO
- A set of agreed practical tools/templates prioritised with the RDO team
- A workshop or training session/s to support implementation
- Recommendations for ongoing implementation, review and development

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Potential tools, to be prioritised during Framework development

- Artist and participant guidance
- Language and storytelling guidance
- Safeguarding responsibilities/flowchart and reporting pathways
- Duty of care checklist
- Inclusive practice prompts for commissioning and procurement
- Risk Assessment
- Signposting resources.
- Best practice for Marketing and Comms

Process

We have allocated 17 days to the development of this framework, and we expect it will involve:

- Initial exploratory work with the RDT, including a check in on existing GLA policies, guidance and resources (alongside a member of the RDT) **2 days suggested**
- Engagement with the RDO Advisory Group and Partner Group. **2 days**
- Consultation with relevant artists, partners and/or community stakeholders where appropriate. **2 days**
- Drafting, testing and refinement of the framework and associated tools, including sign off process with Royal Docks Team and RDO Advisory Group. **8 days**
- Support with implementation **3 days**

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Skills and experience

- Experience of developing inclusive practice policies, plans/frameworks within arts, culture, heritage or other relevant participatory contexts
- Strong knowledge and experience of inclusive practice, equity and accessibility, with the ability to translate principles into practical approaches, guidance and tools
- Experience of working with complex histories, including the histories and legacy of enslavement, colonialism and racial injustice, with relevant lived experience highly valued
- A robust understanding of meaningful community participation, co-creation and shared decision-making, including awareness of power, representation and barriers to participation
- An understanding of duty of care and safeguarding

Fee: We have allocated up to £6,000 for the development of the framework.

To apply, please send:

- A CV (maximum two A4 pages).
- A covering letter (maximum two A4 pages) outlining:
- Your relevant experience in relation to this brief, including how it relates to the skills and experience sought
- One or two examples of similar work you have delivered.
- Any particular skills, expertise or lived experience you would bring to this commission.
- A short outline (approximately 150 – 200 words) of how you would approach developing the Inclusive Practice Framework.

Please send this covering letter and CV to rdo@royaldocks.london by **Monday 7 September, 23.59**

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Timeline

Date	Details
Monday 7 September, 23.59	Application deadline
w/c Monday 7 September	RDT review applications (with RDO Advisory Group) and hold any necessary clarifying conversations
w/c 14 September	RDT appoints successful applicant
w/c 21 September – w/c 26 October	Development of framework
w/c 2 - 9 November	Early implementation of the framework
Friday 9 November	Framework complete. Support given on implementation

Applications will be assessed against the following criteria:

Focus	Weighting
Experience of developing inclusive practice policies, plans/frameworks within arts, culture, heritage or other relevant participatory contexts	30%
Strong knowledge and experience of inclusive practice, equity and accessibility, with the ability to translate principles into practical approaches, guidance and tools.	25%
Experience of working with complex histories, including the histories and legacy of enslavement, colonialism and racial injustice, with relevant lived experience highly valued.	20%
A robust understanding of meaningful community participation, co-creation and shared decision-making, including awareness of power, representation and barriers to participation.	15%
An understanding of duty of care and safeguarding.	10%

If you have any questions, or require any additional support on this application, please contact RDO@royaldocks.london



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