

## **Royal Docks Team, Culture & Activation Programme Invitation to Tender**

### **Curator and Producer\***

#### **Royal Docks Originals 2024, Public Art Series**

\*Please note we are seeking applications for artistic leadership of the public art series from organisations or individuals who have the capacity to also deliver the necessary production requirements. We are open to a range of approaches to meet the requirements of this brief.

If you have any questions, access requirements, or would like to discuss this tender please contact either:

Alex Jamieson [alex.jamieson@royaldocks.london](mailto:alex.jamieson@royaldocks.london)

Lucy Loveday [lucy.loveday@royaldocks.london](mailto:lucy.loveday@royaldocks.london)

### **Deadline for submission: Thursday 21 September (by 6pm)**

#### **1. Summary**

The Royal Docks Team (RDT) is seeking a Curator and Producer (individual or organisation) with specialism in commissioning, developing and delivering work in the public realm who have the capacity to deliver the full production requirements for a commissioned series of public art works in Royal Docks Originals 2024. These roles are referred to throughout the brief as 'Curator and Producer'. The Curator and Producer will work collaboratively with the Royal Docks Team on all elements of the brief as a key part of the team delivering Royal Docks Originals 2024.

The Curator and Producer will deliver a series of up to four new, permanent or semi-permanent public art commissions in the Royal Victoria Dock West area, launching the works in the October 2024 edition of the Royal Docks Originals biennial festival. This brief covers the context, objectives, responsibilities and timescale for the commissions.

This Royal Docks Originals 2024 series will be led internally by two RDT Creative Producers (RDT Producers). The Curator and Producer will work with them to:

1. Develop a commissioning structure and brief for up to four permanent or semi-permanent public art projects, to be launched in October 2024.
2. Create an artist selection process that enables artistic quality and reflects RDT's Cultural Placemaking Strategy through GLA procurement good practice.
3. Work with the artists to realise their creative vision, support them to develop feasible project plans and create the artworks within the timescale.
4. Produce the works into the public realm, including leading on planning permissions, structural considerations (as applicable), signage/invigilation boards, and long-term maintenance plans.

The budget for commissions (incl. the Curator and Producer fee) is up to a maximum of £225,000.\*

\*Additional fundraising may be undertaken by the Curator and Producer to expand this expenditure budget - any associated fundraising costs will be required to come from within this budget envelope.

## **2. Context**

### 2.1 The Royal Docks' Cultural Placemaking Strategy (click [link](#))

Home to London's only Enterprise Zone, the Royal Docks is one of the most significant regeneration projects in the UK. A joint initiative of the Mayor of London and the Mayor of Newham, the Royal Docks Team (RDT) is a multi-disciplinary team established in 2017 to help deliver the cohesive transformation of the Royal Docks into a vibrant, mixed-use destination with culture and community at its heart.

In March 2021, the Royal Docks Enterprise Zone Board endorsed a compelling and ambitious vision for the Royal Docks to become London's Cultural Engine, placing culture and creativity centre stage in the future life of the area. Driven by its inclusive communities, the Royal Docks plans to become one of the world's great creation centres, resulting in a new quarter that – like London itself – is a world leader in inclusion and diversity, open to everyone.

### 2.2 Royal Docks Originals 2024

Royal Docks Originals 2024 is the second edition of a biennial festival of new work made in the area with the primary intention of raising the profile of the area as a creative centre and supporting and foregrounding local artists. The festival will have an overarching theme related to the water of the Royal Docks; the concept of the theme will be developed in dialogue with the Curator and Producer during the first stage of this contract.

Royal Docks Originals commissions, champions and showcases works, spaces, exhibitions and experiences from the most relevant and imaginative creatives, both from within the Royal Docks community and worldwide. As Royal Docks' cluster of cultural organisations and creative practitioners grows, there is an energy and talent emerging locally that is positioned to explore and ignite the area, its industrial and manufacturing legacy, and the beating pulse of its future. For UK and international artists the Royal Docks is a launching point for work of scale, innovation and imagination. Royal Docks Originals creates an opportunity to promote the area internationally, and to explore ideas that reflect East London's rich and diverse cultural positioning.

### 2.3 Our People & Stories

Our People and Stories is a developing strand of the Royal Docks Cultural Placemaking programme, providing artist commissions that highlight the breadth of voices from the Royal Docks and east London, as well as opportunities for national and international artists to engage with stories of the area's past, present and future.

The stories and history of the Royal Docks (held by organisations including Tate & Lyle, University of East London, Port of London Authority and Eastside Community Heritage) provide a backdrop through which to explore the future of London, seen in the light of our complex industrial and colonial past, and our rapidly changing present. Whilst much of Royal Docks' built environment is from a time gone by - heritage buildings, post-industrial landscape and working water - its individuals and communities are amongst the youngest and most diverse in the UK. Our People and Stories provides an opportunity to explore the fascinating histories of our communities, alongside the Royal Docks' involvement in British sea trade, international relations, and colonialism, and to give a platform to the next generation and underrepresented voices.

## 2.4 Public Art in the Royal Docks

Our Public Art Principles are:

**People First:** Approach the development of the public art programme by placing people first and understanding what different communities feel is missing.

**Inclusive, Diverse & Accessible:** Actively involve residents in shaping public art at Royal Docks and specifically within their local neighbourhood: including young and old, those with disabilities and marginalised or underrepresented groups.

**Promote Skills & Learning:** Provide opportunities for communities to work with commissioned artists to help take ideas from formation to implementation, gaining experience of managing public art projects.

**Deliver in Partnership:** Connect the Royal Docks with other London cultural organisations, pool local resources to achieve greater outcomes, and secure partnerships between the cultural sector and other sectors.

**Be Innovative:** Imaginatively reinterpret the area's progressive, forward-thinking industrial character to inform its future as a leader in environmental and socio-economic sustainability, innovation in technology and digital arts.

**Thematic qualities:** Respond to the programmatic strands of Royal Docks Cultural Placemaking Strategy, particularly Our People and Stories, focused on the Royal Docks people and place, past, present and future.

## 2.5

Please see Appendix (page 10) for relevant Royal Docks Team (Mayor of London / Newham) policies.

### 3. The brief

#### 3.1 Royal Docks Originals 2024 Festival - public art commissions

The commissions will launch in October 2024 as part of Royal Docks Originals 2024 festival.

The Curator and Producer will define the vision for the commissions with the RDT in line with the development of the overarching theme for Royal Docks Originals 2024. They will develop the artists' briefs, longlist artists, devise a selection process, development stage (which could include a period of R&D) and support the artists through the development and creation / fabrication of the works. They will oversee the installations, handover (incl. maintenance plans), support with evaluation, and will support Marketing & PR, including the creation of digital and print materials. There may be additional relevant programming (e.g. workshops, talks) that the Curator and Producer proposes as part of the commission budget.

The outline framework for these public art commissions is:

- Up to four commissions, authentic to the Royal Docks people and place, with a high-quality process and outcomes – artworks can be multi-disciplinary.
- Geographically located in the Royal Victoria Dock West area (the RDT can suggest specific locations in this area but understand these may develop depending on artists' interests).
- A commission selection process that may include a long-list of artists / invited competition with a paid R&D phase, and a selection panel to choose some or all the commissions.
- Community engagement to be embedded in at least one of the commissions; and development and/or showcasing opportunities for local artists is a priority within the commission process.
- The selection of artists should be culturally diverse, reflecting our local communities.
- Artists should be of local, national and international profile, reflecting the different scales of the commissions proposed, and ambitions for public art in the Royal Docks.
- The artists should have experience of working in the public realm.

The artworks are also expected to:

- Be new, impactful works that are permanent or semi-permanent.
- Align with the Royal Docks' Public Art Core Principles (see above).
- Respond to the festival's overarching theme of the dock water, either physically or conceptually.
- Be engaging to a diverse audience, which includes local, national and international visitors.
- Consider legacy, particularly sustainability, in their creation / production.
- Be manageable to maintain, with a maintenance schedule provided.
- Be easily visible and accessible to the public, serving to anchor and activate their site, and helping create a place of congregation and activity.

- Enhancing the overall public environment and pedestrian streetscape experience, establish landmarks and neighbourhood gateways.

### 3.2 Objectives:

- Develop a distinctive and authentic visual arts series inspired by the people and places of the Royal Docks.
- Demonstrate the Royal Docks as a place that makes and presents original, innovative and exciting cultural projects.
- Support local artists within the commissioning process.
- Explore diverse stories and promote diversity and equity in public realm commissioning.
- Increase cultural visitor footfall in the Royal Docks.

### 3.3 Curatorial Expertise

The Curator should:

- Have significant experience curating and developing ambitious and impactful visual arts commissions.
- Have experience of working in the public realm.
- Be skilled at creating and developing partnerships.
- Have experience of the dynamics and processes of working in multi-disciplinary teams, with a range of stakeholders from community groups to local authorities.
- Be able to work collaboratively with the RDT to develop the commissions.
- Have a working knowledge of contemporary art and be networked with artists.
- (Desirable) Have a working knowledge of East London, its creative landscape and communities.

### 3.4 Management, project personnel and responsibilities

The Curator and Producer will be contracted and managed by the RDT Producers and will work collaboratively with them to develop and deliver the commissions.

Please see below for individual responsibilities:

Curator:

- Bring creative and production expertise to develop a compelling and achievable commission structure, creative process and brief that supports the objectives of this project.
- Take responsibility with the Producer for the structure, budget, production and management of the commissions.
- Propose a longlist of artists for the commissions, and support them through both the R&D (if applicable) and delivery stages (for the selected artists).

- Work with the RDT Producers to develop a panel selection process that works within the timeline.
- Work with the artists to ensure their work remains on track, on theme, delivering the objectives to a high quality.
- Engagement – identify key stakeholders and communities to be involved and the routes to their engagement.
- Support the launch, marketing and PR strategies; drafting public facing materials including signage and website.
- Work with the RDT Producers on the presentation of the commissions, including signage and any related wayfinding.
- Document the process to support with legacy and evaluation.
- Monitor and report against project milestones, work with the RDT on the evaluation framework and deliver this work, an completed an evaluation report.

#### Producer

- Bring high quality public art production expertise to the commission process.
- Take overall responsibility with the Curator for the budget and management of the commissions.
- Oversee the production of the commissions, from feasibility stage to development to delivery (this will include managing risk, health and safety, any structural considerations, planning permission and licenses, and liaison with landowners and stakeholders) with support from the RDT Producers and RDT Production Company.
- Oversee the installation of the artwork, including RAMS.
- Oversee handover of the artwork, including maintenance plan.

#### Royal Docks Team responsibilities

##### RDT Producers - Lucy Loveday & Alex Jamieson

- Embedding the public art series of commissioning within the overarching Royal Docks Originals 2024 Festival, particularly in terms of programming, position, marketing, PR, participation and production.
- Contracting and line management of the Curator and Producer team or organisation.
- Work with the Curator and Producer to develop a panel selection process that works within the timeline.
- Collaborating with the Curator and Producer team to develop the framework and commissions.
- Contracting artists with support from the Curator and Producer team.
- Oversight of commission process, including involvement in artistic and production decision making with the Curator.
- Overview of commission project management including budget, venue, timeline, production, marketing, evaluation.
- Additional programming with the Curator, if appropriate to projects.
- Support public and local artist engagement.

- Support the Curator and Producer and commissioned artists with knowledge of the Royal Docks people and places and with stakeholder conversations.

Head of Cultural Programme and Partnerships - Kate Anderson

- Overall responsibility for Royal Docks Originals 2024 Festival, the commission objectives, qualities, and outcomes and how this deliver on the Royal Docks Cultural Placemaking Strategy.

RDT Production Company

- RDT employs a production company to support the delivery of the wider Royal Docks Originals 2024 festival. The production company will support RDT with finance and contractual administration.
- The RDT production company will also support with production management of festival sites including festival event branding and wayfinding and some infrastructure. The RDT production company will not be involved in the production of art works into the public realm.

#### 4. Timescale

The successful applicants should be available to undertake the brief between October 2023 and October 2024, for the launch period of the commissions in early October and for a period of evaluation in November 2024.

We have anticipated the commission timeline progressing through a series of phases (see Appendix 2 p.10 - 11). Once appointed, you will be required to propose a methodology for project development, considering the framework detail in this brief, together with a delivery plan and detailed timeline.

**The following table outlines key dates relating to this brief:**

<b>Milestone</b>	<b>Timeline</b>
Brief issued	Tuesday 8 August
Deadline for brief responses	Thursday 21 September (by 6pm)
RDT review of brief responses & interview	Interviews to take place 27, 28 or 29 September (if you are not available on these dates, please let us know in your application)
Appointment & contract start	Monday 2 October
Contract duration	October 2023 to October 2024 (with up to 3 days allocated end of Oct / early Nov for evaluation and legacy)

## 5. Your proposal

If you are interested in tendering for this work, please provide a brief proposal of your approach which includes:

- Examples of past projects you have developed that are relevant to this role including ambitious, innovative creative commissions.
- Previous experience in developing successful processes to commission art in the public realm that responds to and engages with local people/place.
- An outline artistic response to the brief, including an approach to the commissioning process, and brief description of how you would propose to work with the RDT to develop the commissions and place them in the context of the festival.
- Brief thoughts on involvement of local artists, and if this would not be as the main commissioned artists how local artists might benefit from the commissions.
- Brief thoughts on how local communities might be engaged in the process.
- An outline schedule/workplan identifying number of days to be worked, the approach you will take to each phase and highlighting key milestones.
- A suggested payment schedule.

(NB: If you are a Curator and Producer applying to together, or a mix of individuals and organisations, please set out relevant experience, proposed roles and how these meet the brief requirements).

You should indicate a daily rate and likely expectation of day/activity. The proposed costs should not exceed £20,000 (excluding VAT).

## 6. Appointment criteria

<b>Criteria</b>	<b>Weight</b>
<p><i>Experience:</i></p> <ul style="list-style-type: none"> <li>• <i>of commissioning and curating visual arts projects and supporting artists to deliver projects</i></li> <li>• <i>of working in the public realm</i></li> <li>• <i>of working collaboratively with communities and local artists</i></li> <li>• <i>of networks with artists</i></li> <li>• <i>of working across complex stakeholder groups and working within a highly political environment</i></li> </ul>	55%
<p><i>Proposal:</i></p> <ul style="list-style-type: none"> <li>• <i>an outline artistic response to the brief, including how you would work involve communities, local artists and work with the RDT to develop the commissions.</i></li> </ul>	35%



<ul style="list-style-type: none"> <li>• <i>an outline schedule/work plan, identifying number of days to be worked and addressing approach/key milestones</i></li> <li>• <i>two references relevant to this contract</i></li> </ul>	
<i>Cost:</i> <ul style="list-style-type: none"> <li>• <i>budget proposal</i></li> </ul>	10%

## 7. Deadline for proposals

Proposals should be sent to:

Alex Jamieson: [alex.jamieson@royaldocks.london](mailto:alex.jamieson@royaldocks.london)

Lucy Loveday: [lucy.loveday@royaldocks.london](mailto:lucy.loveday@royaldocks.london)

**Deadline: Thursday 21 September (by 6pm)**

## 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.

## **APPENDIX 1**

[Royal Docks Cultural Placemaking Strategy](#)

[Mayor of London's Equality, Diversity and Inclusion Strategy](#)

[Newham Community Wealth Building Strategy](#)

[Commission for Diversity in the Public Realm](#)

[Royal Docks Public Realm Framework](#)

## **APPENDIX 2: POSSIBLE PROJECT PHASES**

### **Phase 1 - Research & Development**

Phase 1 should include introduction meetings with RDT, agree approach to collaborative working with the RDT which should be implemented throughout each project phase.

- Develop a compelling curatorial approach and vision for the Royal Docks Originals visual arts series, which will attract diverse audiences.
- Agree a commission criteria and approach.
- Develop a project plan, timeline and detailed budget for the development and delivery of the commissions.

- Identify artists (local, national and international) whose practice and experience are relevant to the objectives of the Royal Docks Originals public arts series.
- Develop a positive and inclusive artist selection process, that ensures diverse artists who are local, national and international, and takes into account procurement guidelines.
- Develop a community engagement process that support the artists in the development of relevant works in line with the brief and if artists are not local, developed processes to engage with and benefit local artists.
- Work with the RDT to identify and approach community groups or schools who might contribute to the development process.

#### Phase 2 – Development

- Support the RDT with contracts for the commissioned artists.
- Support and mentor commissioned artists as required to ensure that the commissions are developed are high-quality, and achievable within the timeframe.
- Support community and local artists engagement.
- Support the Producer to manage all production and technical elements, including planning applications, to ensure the artworks are delivered on time.
- Manage the commission budgets to ensure they are delivered within budget.
- Work closely with the RDT producers to ensure that the commissions are compelling, of high quality and consider visitor experience.
- Document the process to support the legacy and evaluation phase.
- Work with RDT marketing, PR and appointed freelancers to input on the design and content of the marketing campaign and assets (which may include print, digital, video and photography).

#### Phase 3 – Delivery of the Commissions

- Work closely with the artists, Producer and RDT producers to ensure the commissions are installed safely, with appropriate planning, signage and wayfinding.
- Collaborate with RDT marketing and freelancers to deliver the marketing campaign.

#### Phase 4 – Evaluation & legacy

- Support the artists / Producer to provide a maintenance plan for the artworks to ensure ongoing maintenance and repair as required.
- Support the RDT producers with the evaluation process using the Toolkit provided to capture outcomes and outputs, audience and partner feedback, lessons learnt and recommendations.
- Identify legacy opportunities arising from the commissions, and any new partnerships.