

## REQUEST FOR DIRECTOR DECISION – DD2584

### Royal Docks Place & Connectivity Fees 2022-23

#### Executive summary:

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 package of projects that are identified under the five strategic objectives of Place, Connectivity, Economy, Activation and Promotion. In October 2018, DD2273 approved expenditure of £0.4m of that budget for consultancy to support the Place theme of the Delivery Plan in 2019-20. In January 2019, DD2297 approved expenditure of £5.29m of that budget to progress projects in the Place, Economy and Connectivity themes of the Delivery Plan in 2019-20. In April 2019, DD2312 approved a further £4m of the budget for capital works to support the Place theme of the Delivery Plan during 2019-20.

This Director Decision (DD) seeks approval for revenue expenditure of £150,000 for project management in the Place and Connectivity themes of the Delivery Plan during the 2022-23 financial year. The expenditure will enable the continuation of an existing management team to support a programme of utility provision and other civil engineering across the Royal Docks.

#### Decision:

The Executive Director of Housing and Land approves up to £150,000 spend on the projects outlined in this decision form.

#### 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:**

**11/8/22**

## PART I – NON-CONFIDENTIAL FACTS AND ADVICE

### Decision required – supporting report

#### 1. Introduction and background

- 1.1 MD2338 approved expenditure of up to £212.5m for the Royal Docks EZ Delivery Plan to deliver an integrated and catalytic package of transport infrastructure, connectivity, economic development, placemaking, estate management and creative programming projects that will deliver the cohesive transformation of the Royal Docks and accelerate the delivery of EZ commercial space. This consists of a £155m capital and £57.5m revenue split to fund projects for the five-year delivery period from 2018-19 to 2022-23. DD2273, DD2297 and DD2312 approved investment in a series of projects including the production of a Place Strategy (Public Realm Framework).
- 1.2 The investment proposed in this decision is for the beginning of the implementation of the projects proposed in the Public Realm Framework. This Framework, which will be published on the Royal Docks website, has been developed by the architecture practice 5th Studio, and involved consultation with stakeholders and the community. The recent Delivery Plan and the Public Realm Framework are underpinned by a series of key objectives to support the EZ development. These include the following:
- *Unlocking development:* a priority for the Delivery Team is to support the successful delivery of the key development sites across the EZ. The sites at Royal Albert Dock, Albert Island and Silvertown Quays represent considerable private sector investment in the Royal Docks, and will need to be supported by a coordinated and comprehensive package of public investment in promotion, place-making, transport infrastructure and activation to help bring them to life. The work carried out under DD2273, DD2297 and DD2312 in 2019-20 included works to support these developments. The investment proposed in this decision are a further stage of that support.
  - *Maximising key gateways:* another priority for the Delivery Team is to capitalise on the unique circumstances and assets in the Royal Docks to drive transformation. Three strategically important locations – the Custom House interchange (DLR and Elizabeth Line), London City Airport and Royal Victoria Dock – have been identified as important gateways to the Royal Docks. These will be a priority for intervention within the Delivery Plan period, with investment focused on enhancing the overall environment, offer and user experience.
  - *Connecting corridors and communities:* whilst the Royal Docks is well served in terms of transport infrastructure, with excellent road, rail and air links, the public realm offers very poor permeability (in terms of walking and cycling) across the different sites in the Royal Docks. Significant investment is required to ensure proper linkages, and safe and attractive routes between these areas; and to enable effective integration between existing and emerging communities. This is set out in the Public Realm Framework, and investment in 2019-20 began the process of improvement. The projects proposed in this decision will continue that.

## 2. Objectives and expected outcomes

2.1 The Delivery Plan sets out several projects across the Place and Connectivity themes that are priorities. Progress on these projects has been made in 2019-20 and 2021-22 – this decision seeks approval for investment for continued work in 2022-23. This DD sets out a request for a total of £150,000 in project management fees from the Delivery Plan, as set out below, and falls into the following categories:

- professional fees to support work at the Soldier of Orange Theatre site and Thames Barrier Park; and the demolition of Rank Hovis at Silvertown Quays (£125,000 revenue from the Place budget)
- design fees for new power connections into Thames Barrier Park (£25,000 budget, as above).

### Professional service fees

2.2 This decision is seeking approval for £150,000 revenue for professional services in addition to the previously granted £1.17m to support the above-outlined projects to supplement the project management and design capacity of the Royal Docks Team.

2.3 The investment will be spent on the professional team to supervise the delivery of the below:

- *Soldier of Orange Theatre power supply*: provision of two new sub-stations to complete the enabling works for a former derelict site between Advanced Business Park (ABP) and the University of East London to host the Soldier of Orange Theatre.
- *Thames Barrier Park power supply*: a new power connection to support new lighting, power outlets and the ready-to-be-tenanted park café.
- *Rank Hovis demolition at Silvertown Quays*: a recently awarded demolition contract to demolish a structurally unsound warehouse. The completion of this work will form part of enabling Phase 2 of the Lendlease development, currently under way.

2.4 The total fee envisaged to be spent on professional services is £125,000.

### Design fees for the Thames Barrier Park power connection

2.5 Following a substantial upgrade to Thames Barrier Park including lighting provision, re-surfacing of pathways and inner park power connectivity, a new main power supply to the park itself, including to the recently refurbished café, is now needed. The GLA wishes to procure a team to undertake the detailed design of this connection to enable adequate integration into the existing power supply network.

2.6 The fee covering these design works is approx. £25,000.

### 3. Equality comments

- 3.1 Under section 149 of the Equality Act 2010 (the Equality Act), as a public authority, the GLA must have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation; and to advance equality of opportunity, and foster good relations, between people who share a protected characteristic and those who do not. Protected characteristics under the Equality Act comprise age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage or civil partnership status.
- 3.2 When considering the needs of the existing community and those that will be affected by the proposed projects outlined in this paper, any activity will look to minimise disadvantages to all protected characteristic groups within society. This decision is therefore not expected to have any negative impact on persons with a protected characteristic under the Equality Act.
- 3.3 Equality impact assessments will be undertaken to ensure the relevant characteristics of the Equality Act 2010 are considered by the GLA. Impact assessments will determine whether any persons with protected characteristics will be unduly impacted by the activities anticipated by this DD and the course of action to mitigate any impacts.

### 4. Other Considerations

- 4.1 There are no conflicts of interest to declare from anyone involved in the drafting or clearance of this Decision form.

#### Key Risks

- 4.2 The following are key risks to the Royal Docks EZ Delivery Plan that this decision will help to mitigate:

Delay	Risk Description	Impact (Low, Medium, High)	Mitigation
1	Delay to time critical delivery work on the power connection for Soldier of Orange ahead of the leaseholder enabling works team coming to site in 2023.	Medium	Appoint project management team to complete works on time, to NEC contracts standards and relevant Health & Safety measures. Conduct regular performance management meetings with appointed project management team to review delivery progress and mitigate any delays.
2	Delay to the time critical delivery work of the Thames Barrier Park power connection required to be operational by Summer 2023.	Medium	Appoint project management team to complete works on time, to NEC contracts standards and relevant Health & Safety measures. Conduct regular performance management meetings with appointed

			project management team to review delivery progress and mitigate any delays.
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## 5. Finance comments

- 5.1 This decision requests approval for up to £150,000 of expenditure from the Royal Docks EZ-approved budget, for 2022-23 Place and Connectivity programme as summarised in paragraph 2.1.
- 5.2 This expenditure will be funded from the £212.5m approved delivery plan budget confirmed in MD2338.

## 6. Legal comments

- 6.1 Section 30 of the Greater London Authority Act 1999 (as amended) (GLA Act) gives the Mayor a general power to do anything that he considers will further one or more of the principal purposes of the GLA as set out in section 30(2). These are:
- promoting economic development and wealth creation in Greater London
  - promoting social development in Greater London
  - promoting the improvement of the environment in Greater London.
- 6.2 In formulating the proposals in respect of which a decision is sought, officers confirm they have complied with the GLA's related statutory duties to:
- pay due regard to the principle that there should be equal opportunity for all people
  - consider how the proposals will promote the improvement of health of persons in Greater London; promote the reduction of health inequalities between persons living in Greater London; contribute towards the achievement of sustainable development in the United Kingdom; and contribute towards the mitigation of or adaptation to climate change in the United Kingdom
  - consult with appropriate bodies.
- 6.3 In exercising the power contained in section 30(1) of the GLA Act, the GLA must have regard to the matters set out in sections 30(3-5) and 33 of the GLA Act; and the Public Sector Equality Duty, set out in section 149 of the Equality Act 2010 (as detailed in section 3).
- 6.4 This report indicates the GLA intends to procure goods, services and works. Section 9 of the GLA Contracts and Funding Code requires the GLA to engage with TfL Procurement and seek call-offs from a suitable framework where possible; or, if not, undertake a formal tender process to procure such goods, works or services with a value above £10,000 before the commencement of such supplies.

- 6.5 As required under MD2338 (Royal Docks EZ Delivery Plan), GLA officers have taken advice to ensure that the works under this DD are capable of being delivered in a subsidy control compliant manner.

## 7. Planned delivery approach and next steps

Activity	Timeline
DD Approved	August 2022
Contract draft submission	Mid-August 2022
Consultant appointment	September 2022
Commencement of delivery management	October 2022

### Appendices and supporting papers:

None

**Public access to information**

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) 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 approval or on the defer date.

**Part 1 Deferral:**

**Is the publication of Part 1 of this approval to be deferred? No**

**Part 2 Confidentiality:**

**Is there a part 2 form – No**

**ORIGINATING OFFICER DECLARATION:**

Drafting officer  
to confirm the  
following (✓)

**Drafting officer:**

Paul Creed & Alexander Seibicke have drafted this report in accordance with GLA procedures and confirms that:

✓

**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:**

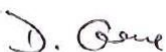
The Corporate Investment Board reviewed this proposal on 8 August 2022

**EXECUTIVE DIRECTOR, RESOURCES:**

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

**Signature**

**Date**



**11/8/22**

