

EZ Delivery Plan

Project Initiation Document (PID)

Project Name:	Royal Docks 'Regeneration Centre'
Project Reference:	PRO 2
Work Area:	Promotion
Project Manager:	<i>Donna Lightbown</i>

DESCRIPTION

Short description

In 2017, the NLA were commissioned by the Greater London Authority and London Borough of Newham to scope out options for establishing a City in the East Centre – a physical space in the Royal Docks, which could accommodate the expanding Royal Docks Delivery team and also create a centre for discussion, debate and more joined-up promotion.

The scoping exercise was delivered through a combination of interviews with local stakeholders and desk research. The NLA's report outlined a series of options – one of which included repurposing a section of the Crystal's under-utilised exhibition space to provide a focus for exhibitions, events and cultural programming. This would help to tell the story of the Royal Docks and begin to change perceptions of the area incorporating technically-advanced displays and an interactive model. Alongside the 'touch-down' space in the Crystal, NLA's report highlighted a requirement for 'satellite outposts' that could be installed throughout The Royal Docks; sign-posting the various centres of activity; making the area more navigable and also enabling the significant footfall into areas such as Custom House, Excel and London City Airport to be capitalised on.

The investment outlined in this PID will enable the Royal Docks Team and GLAP/LBN to deliver aspects of these recommendations and work together with Siemens Real Estate and Cities Groups to ensure a smooth transition and exit out of the building by 2023. (The Crystal Building was acquired by GLAP in 2016 and is currently on a 7-year lease-back arrangement to Siemens).

Specifically, it will enable the Team to plan early and put in place robust arrangements for an economically sustainable future for the building whilst also: 1) helping to showcase the area's regeneration and long-term transformation, as above and 2) providing workspace and a hub for the Royal Docks Delivery Team and wider partners.

DELIVERY PLAN OBJECTIVE(S)

The Delivery Plan Strategic Objectives that this PID corresponds to include:

- Promotion - Helping to re-establish the Royal Docks as a globally significant London centre – utilising distinctive marketing campaigns and inward investment to draw businesses, people and visitors into the area.

Specifically, the outputs of the project will respond to the following Delivery Plan objectives:

- Help competitively position the Royal Docks and support the wider regeneration and development efforts of key partners and stakeholders
- Increase investor, occupier and visitor interest in the Royal Docks and help accelerate early business rate income
- Help communicate a strong place brand for the Royal Docks and help to drive early inward investment and business interest in the area
- Increase footfall, dwell times and visitor numbers to the Royal Docks by extensively promoting the creative and cultural offer

- Strengthen London's position as a world city of innovation, business and culture, and support the increase in sustainable investment in London's eastern growth area.

OUTCOMES / DELIVERABLES

- Ensured an economically sustainable use for the Crystal after Siemens exit in 2023.
- Strengthen Royal Docks identity and sense of place within the London narrative/mind map
- Improve profile and credibility of the area as a hub for global business, trade and investment
- Boost reputation as an exemplar for sustainable growth and place-making
- Help attracted significant inward investment, trade and talent (albeit indirectly)
- Support London to retain its competitiveness as a world-class business destination
- Increased business tourism, footfall and spend in the area

The following deliverables will be provided as part of this commission:

- Repurposed exhibition space in the Siemens Crystal building providing a focal point for the Royal Docks Delivery Team's promotion and investment efforts
- Curated exhibition and Royal Docks brand launch-event in the repurposed exhibition with up to 100 invited guests and delegates.
- A high-quality physical model of the Royal Docks with digital and AV/AR interface to provide an experiential platform and enable stakeholders to engage with the area's transformation
- A minimum of 5 'satellite outposts' to help join up the different centres within the Royal Docks and tell a more coherent story.
- Expanded workspace for the Royal Docks Delivery Team and potential touch-down and co-working space for developers, stakeholders and wider partners.
- A clear strategy and detailed business plan to ensure smooth transition out of the building by Siemens in 2023

SCOPE

The Delivery Team will undertake the following activities as part of this work scope:

Phase 1: 2018 – 2020 - SCOPING

- Establish a high-level steering group (Siemens, GLAP, RDT and NLA) to explore options and ensure a smooth transition out of the building by the Siemens Group in 2023. This will be on an open-book basis so that the building's commercial performance is understood. Consultants will be procured to assess high-level options and feasibility including potential uses/occupiers, operating costs, refurbishment works etc and a detailed business plan.
- Alongside the HLSG discussions above, the team will engage with a wide range of different parties and stakeholders to consider how the building might best contribute to the wider objectives of the Royal Docks Enterprise Zone e.g. provision of co-working space, jobs brokerage facilities, community facilities, business incubation programme etc., so that these requirements feed into and inform the business planning process, as above.

Phase 1: 2018 – 2020 – INTERIM USE

- Commission the Royal Docks brand agency to curate and produce a high-profile exhibition and launch of the new Royal Docks brand. Format tbc with the Siemens Group but likely to include a drinks reception for approx. 100 invited guests in the Crystal foyer and mezzanine / exhibition space. This will also include the production of new assets and collateral in support of the exhibition, e.g. vinyl overlays, CGI's, photography and display materials.
- Create an ambitious brief and procure an exemplar model/experiential platform of the Royal Docks and wider east London, incorporating full digital interactivity and associated plug-

ins/data sets. The Team will liaise closely with Siemens, key stakeholders and developers to ensure the model and content is future proof and aligns well with the current/future Siemens Exhibition.

- Engage key stakeholders and the Royal Docks Marketing Partnership to agree options for approx. 5 satellite outposts throughout the Royal Docks. This may or may not include concrete exhibition stands, media displays, seating structures or other installations with potential for digital connectivity/interface. The team will review the use of existing panels and frameworks and create technical briefs, once options have been scoped and approved.
- Liaise with Siemens about additional space for the expanded Royal Docks Delivery Team including exploring options for 1) a move into the SODEXO offices and/or 2) repurposing aspects of the existing Siemens exhibition to provide a more dynamic and visible presence for the delivery team and brand. Options will be highly dependent on Siemen's plans but the ambition is for the Royal Docks to have a much bigger footprint – including a 'front-of-house/staffed' element to support wider engagement and outreach plans. (Staffed by Community Relations Mgr - tbc)
- The Team will review the use of existing GLA/TFL panels and frameworks as appropriate to ensure potential suppliers (for the Royal Docks Model, Exhibition Assets, Feasibility and Business Planning and any Capital Works or refurbishment) meet service specifications and specialisms. We will procure appropriate legal and technical advice on the procurement options and prepare the necessary documentation and briefs.

Phase 3: 2018 – 2020 – LONGER-TERM STRATEGY

If the detailed scoping exercise undertaken in phase 1 highlights limited commercial viability and no market for conferencing facilities or commercial office/workspace. A strategy for asset disposal and potential release of site for private development will need to be explored and commissioned.) However, assuming building viability, the team will need to undertake the following activities:

- Procure property consultants to undertake market valuation and assessment, using appropriate GLA panel
- Market opportunity / select new operator
- Issue new lease/heads of term etc
- Create brief to procure capital works and building refurbishment, using appropriate GLA panel
- Project management and governance of contracts, payments and progress monitoring
- Internal communications and stakeholder engagement to minimise works disruption

Exclusions

- To be Confirmed

Assumptions

- To be Confirmed

Risks / Constraints / Dependencies

- Siemens will exit the Crystal in 2023 – however they plan to update the exhibition and its content in the interim. This may constrain our access and plans. Need to clarify through HLSG discussions.
- NLA/Pipers have approached the Royal Docks Delivery Team as a potential future occupier of the Siemens Crystal. However the Group are at very early stage discussions re their business/expansion plans. It will be prudent to explore all options through the feasibility exercise to ensure that GLAP risks are minimised.
- Some stakeholders remain ambivalent about the need for a touch-down space and

physical/digital model in the Crystal. Further stakeholder engagement and consideration is required through the feasibility stage, to ensure there is appropriate input and buy-in into how the building will be repurposed to meet Royal Docks objectives.

- Satellite Outposts will need to take account of the emerging streetscape palette and materials. There may also be overlaps with the public realm arts programme and so close working with the Creative Programmer and Head of Development and Place Making will be required.
- Detailed feasibility highlights limited commercial viability and no market for conferencing facilities or commercial office/workspace. Strategy for asset disposal and potential release of site for private development will need to be explored.

STAKEHOLDERS

- Relevant GLA and LBN officers and members
- Siemens – Real Estate and Cities Division
- Royal Docks Developer Partners
- Royal Docks Advisory Board and EZ Board Members
- Royal Docks Marketing Partnership
- Sodexo
- Commercial and property agents
- Workspace providers and operators

PROGRAMME & MILESTONES

- **Duration:** 5 years
- **Start Date:** 2018
- **End Date:** 2022

Project Milestones	2018	2019	2020	2021	2022	Post 2022
STAGE ONE – Scoping and Interim Use						
Establish high-level steering group (Siemens, GLA/LBN, RDT)	Q1					
Scoping exercise to explore options and future use of Crystal	On-going					
Brief prepared and agency procured to undertake options analysis/feasibility	Q2					
Commission RD Brand Agency to programme launch event & exhibition	Q1					
Repurpose 'mezzanine' exhibition and produce collateral	Q1&2					
Model procured and delivered	Q1&2					
Royal Docks flagship launch held	Q3					
Wider stakeholder engagement and consultation / research	On-going					
'Satellite Outposts' scoped, commissioned and delivered	On-going					
'Front of House' aspect for Community Relations Manager		x				
STAGE TWO – Longer Term Strategy						
Brief prepared and market valuation services procured			x			
Brief prepared and capital works procured			x			
Capital Works / Conversion / Refurbishment				x		
Technical, legal and financial expertise procured					x	
Siemens exit						2023

RESOURCES

Potential Staffing Requirements

Royal Docks Team:

- Daniel Bridge, Programme Director
- Donna Lightbown, Head of Promotion and Investment
- Robert Baffour-Awuah, Promotion and Investment Manager
- Community Relations Manager, to be recruited (separate PID)
- Legal / procurement support – GLA/Newham
- Communications officer, to be recruited (separate PID)
- Project manager

Potential Team

Role	Person	Working Days
Project Manager- existing vacancy	To confirm	30 days overall
Strategic Oversight and Stakeholder Liaison	Dan Bridge	30 days overall
Promotion and Investment – quality assurance and oversight	Donna Lightbown	20 days upfront and then .25 days per week
Brand launch, exhibition & on-going programming Model procurement, delivery and maintenance Satellite outposts delivery and maintenance Stakeholder and partner liaison	Rob Baffour Awuah	50 days up front and then 1 day per week
Communications Officer Support for events and activations in the Siemens Exhibition	To be recruited (PROMOTION PID)	20 days overall and then 1 day per week

BUDGET

Total Estimated Costs: £5.3m

Costs quoted are very high-level and based on benchmarks / some soft market testing:

- Brand launch event and initial exhibition collateral
£200,000 (2018)
- Exhibition annual programming and updates
£400,000 (across 4 years 2019-2022)
- Royal Docks Model – development, updates ,maintenance and transportation
£1,000,000 (£500k outlay 2018 and 125k updates per annum)
- 5 x Satellite Outposts development and maintenance
£1,000,000 (up to £250k design, production and installation commencing 2019)
- Refurbishment/capital works – interim and longer-term works
£2,500,000 (£500k for interim repurposing of expo space into front of house aspect: 2019 and £2m for major works 2020)
- Consultant and professional fees
£200,000 (£50k for initial feasibility 2018 and £150k for other technical/professional fees for capital works and preparing Siemens exit through 2020 - 2022)

Cost Summary

Cash Flow	2018/19	2019/20	2020/21	2021/22	2022/23	5Y Total	Post 2022	Total
Revenue	£250,000	£100,000	£150,000	£150,000	£150,000	£800,000	£0	£800,000
CAPEX	£500,000	£875,000	£2,375,000	£375,000	£375,000	£4,500,000	£0	£4,500,000
Total	£750,000	£975,000	£2,525,000	£525,000	£525,000	£5,300,000	£0	£5,300,000

Funding

The funding for this will be primarily from the Delivery Plan budget.

Wider Potential Funding (amount and sources):

- Funding allocated above for model is for initial outlay and updates. It is expected that developer partners will want to contribute xx funds to ensure their schemes are profiled in detail. Similarly it is assumed contributions can also be leveraged for programming into events and exhibitions in the Crystal.
- Siemens have indicated that they intend to update their exhibition in the near term. There is potential to integrate the Royal Docks story into their updated content, which means the funding sought through the Delivery Plan for exhibition assets and overlays may be much lower.

Revenue Generation

- The business model and potential revenue funding will be detailed in the longer-term business strategy.

Outstanding Cost

Outstanding Project Delivery Cost: £5,300,000

PROCUREMENT / DELIVERY STRATEGY

Consultants for all aspects of this PID will be procured through GLA/TFL panels – excluding NLA / Pipers Projects if it is considered prudent to retain their involvement. If this is the case, we will issue a single source justification / grant funding agreement.

GOVERNANCE REQUIREMENTS

- High Level Steering Group: membership to include RDT/GLA/LBN and Siemens (monthly - quarterly as required)
- Royal Docks Enterprise Zone Programme Board: Presentations and updates briefing (reporting as required)
- Royal Docks Advisory Board: Presentations and updates briefing (reporting as required)

Note: MD required for any change of use/leases granted over 7 years

POLICY CONSIDERATIONS

Needs to align with GLA/LBN policies – particularly housing and land, regen, environment, culture, industry

MEASURES OF SUCCESS

Strategic Objectives:

Helping to re-establish the Royal Docks as a globally significant London centre – utilising distinctive marketing campaigns and inward investment to draw businesses, people and visitors into the area

“Create a physical space within the Royal Docks as a focal point for promotion and investment – enabling residents, businesses and visitors to interact with, influence and be inspired by both the history and transformation of the Royal Docks.”

Refer to Evaluation and Monitoring Framework for specific Outputs and Outcomes to Measure Success of Project on Delivery Plan Objectives.