

London Assembly Regeneration Committee – Wednesday 4 July 2018

Transcript of Item 6 - Regeneration in London's Royal Docks

Shaun Bailey AM (Chairman): I would now like to move to our main item of business today, which is the regeneration of the Royal Docks. I will start by welcoming our guests, Jane Sherwood, Robin Cooper, David Lunts and Paul Creed. I leave it to yourselves to add any more to your name if you feel the need to tell us where you are from and what you are currently doing. I would like to thank you for your attendance and thank you in advance for your contributions, which I am sure are going to be very valuable.

We have a convention in most of our Committees where the Chairperson asks the first question, so that will be asked by me. I will probably direct these at Paul to start with. Please do feel free to come in at any point if you feel you have something to offer.

Why have you chosen to focus on culture in your vision and Delivery Plan for the Royal Docks rather than green enterprise and sustainability, as emphasised in the original 2010 vision? What are the implications for the kinds of jobs you hope to see created?

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, Greater London Authority (GLA)): Sure. The Delivery Plan for the Royal Docks is more than just a focus on culture. It is quite a broad strategy that sets out how we can improve the area, create new jobs and build new homes. There are a range of different themes, not only culture but also new business space and new homes. It will go beyond just a cultural focus. Obviously, our reasons why we look to improve the cultural offer in the Docks is part of the regeneration in any case.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): If I can maybe just add to that, one of the things that a number of us are very conscious of is that there have been an awful lot of plans, strategies and discussions about the regeneration of the Royal Docks going back over 10 or 20 years. I think Nicky [Gavron AM] can concur with that. It is unfair to say that there has not been progress - there has - but where the Docks has perhaps struggled in recent years is to come up with a compelling overarching vision for what this piece of London is going to feel like, look like and be like in the years ahead. The reasons for that I am sure we can discuss during the course of the next hour or so but I think what is different now is that there is, as Paul has said, a much more complete strategic picture of how the Royal Docks needs to be as a really vibrant, diverse place. Just as importantly, at long last there is a credible route to seeing the kind of funding and investment that the area needs to underpin that vision.

It is important to register that we are not de-gearing the commitment to sustainability, green technology and making sure that this is a place that represents the very best standards in that regard. We are saying now that it is a much richer and more diverse set of opportunities that will make this place feel like a very exciting and very successful part of east London.

Shaun Bailey AM (Chairman): What implications do you think this will have on the type of jobs that will be generated on the site and their wider links to what is happening in the rest of London?

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): As we were saying when you came on a visit, the Royal Docks is a large area. We are looking at about seven million square feet of commercial space to be built over the period of the Enterprise Zone. That will provide space for a

whole range of different businesses, from small and medium enterprises (SMEs) to larger government, industry and technology companies, to other types and other sectors. There is going to be a whole range of things. In terms of the types of jobs that will be created there, that variety of businesses and variety of types of space that are created will be reflected in the range of jobs that will be available. That is why the Delivery Plan also includes quite a significant focus on skills, the links between new and existing employers, and how we make the local community ready to access the job opportunities that come along. The range of job opportunities will be quite broad, I think.

Shaun Bailey AM (Chairman): When you said you will have a range of businesses, did you say you were looking to provide seven million square feet?

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): Yes, seven million square feet of new business space is planned across the Docks over the three main sites that we talked about on the visit, Silvertown Quays, the ABP scheme at Albert Dock, and Albert Island. Across those three sites, that is the quantum of new business space provided. That obviously goes alongside the existing businesses that are already there, both larger employers and the existing SME base as well.

Shaun Bailey AM (Chairman): Can you give us some idea of the variety of the spaces? One of the things in London now is that maker's space has become rarer. Low-cost space as well is virtually disappearing. Can you give us some idea of how you are trying to answer those particular challenges around variety of workspace?

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): Because of the scale of the Docks we have the opportunity to build a range of different types of business space. The ABP development at the Royal Albert Dock is providing what you might say is more traditional, larger-scale business space. They are large buildings which are quite flexible. They will be promoting that to different sectors in the economy. That is quite a large space, whereas Albert Island is going to be more manufacturing and a focus on logistics and maritime as well. Then at Silvertown Quays there is more of a focus in the existing planning consent around branded workspace and also SME space with the Millennium Mills, which is the large building you visited.

The Delivery Plan also sets out a package of measures to fit out and to buy existing space and make that affordable workspace. We are working with the Culture Team on a creative land trust model. We are looking at how we could potentially set up an ownership structure that would ensure that that space remains affordable and provides the flexible maker's space that you have talked about in perpetuity, rather than being a temporary facility that is then moved on once development of sites begins.

Shaun Bailey AM (Chairman): What work is being done to advertise to all the different business communities across London the eventual delivery of this seven million square feet? I am particularly interested in how the Royal Docks is placing itself as a new business hub. Are you a mystery to businesses in London or are they waiting for you to come online?

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): That is a really good question because it strikes at one of the key challenges in the Royal Docks, the identity of the place and the way in which its brand works. While we all know the Royal Docks and we are aware of a lot of the detail of it, across London it is not as well-known as other parts of the city. As a place to do business, it tends to be dominated by the existing large occupiers there. People know it for ExCeL [Exhibition Centre London] or they know it because they have gone to City Airport.

One of the parts of the Delivery Plan is to work with employers and stakeholders to look at a brand strategy. How do we position and promote the Royal Docks in London, across the country and internationally as a place

to live and do business? That partly needs to come through looking at what the Royal Docks can provide as opposed to other parts of the city, King's Cross, Old Oak or the City itself.

Also, you cannot really start to promote the availability of individual spaces for businesses until it is delivered. On a lot of that marketing of individual buildings or space for letting, we will work with our development partners. ABP would promote and market the scheme they are doing at Royal Albert Dock. They will promote that through their various channels and we will work with them to see how that fits with the wider brand vision for the Docks.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): Yes. Sorry, just a quick point as well. It is important to acknowledge that there are two really important things happening this year [2018] and into the beginning of next year [2019] that I think are going to shift perceptions or give us the opportunity to shift perceptions about the Royal Docks as an area.

Not many years ago people did not think of SE1 and where we are now as a business location. People would have laughed if you had thought this was a good business location. People said the same thing about Stratford. People said the same thing about King's Cross. Thirty years ago, people said the same thing about Canary Wharf. These places do have their moment, and one of the important things about when the moment comes to market these places to the kinds of audiences that you are talking about is when there is a gamechanger going on, literally with the Olympic Games.

In the Royal Docks the two things that really matter are, first, having a serious budget to invest in the infrastructure and the support for the project, which we now have as a consequence of the Enterprise Zone money. I am sure we can talk more about that but the decision last week to sign off the £300 million or so for that is really important. The second thing, which I do think is going to change people's perceptions of the Royal Docks, is the arrival of Crossrail and the Elizabeth line. Of course, we are now only a few months away from that. That, I think, will really change perceptions, in a similar way perhaps to the way that the Jubilee line extension changed perceptions of Canary Wharf. This does not mean, by the way, that we want to build another Canary Wharf at the Royal Docks. We do not. But I think those two things, a serious investment programme to fund projects and this amazing new piece of infrastructure to get people to the Docks, into the City, to the West End and Heathrow quickly, are really going to make a difference to marketing the area.

Shaun Bailey AM (Chairman): Just before I move on to my colleague, Navin [Shah AM], are there any other major infrastructure projects coming along that that money has been allocated for?

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): Within the Delivery Plan there is a theme of connectivity, which includes upgrades to six Docklands Light Railway (DLR) stations to improve their capacity and ability to accommodate growth around them.

Shaun Bailey AM (Chairman): Can I ask about internet capacity, speeds and broadband? This is a very big problem for parts of London. When we made the visit, ABP felt the need to bring that up in all the big conversations we had. Is there any provision to make sure that you will have decent broadband?

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): Yes, there is. As part of the Delivery Plan there is a budget allocated to do some work with the developers. The internet provision is patchy, in a sense. There are variations across the piece. We need to do work to audit what we have, look at what the providers are proposing to invest already and see where that can be improved and upgraded. You are right, it needs to provide the level of connectivity that we will be needing for all the businesses that move to the Docks.

Shaun Bailey AM (Chairman): This is a plea more than anything else. Can we future-proof it as well to make sure that we do not end at 4G? 5G is on the way.

Nicky Gavron AM: Just on the digital link, since there is still a lot of development to go on here I just want to make a plea that we all lobby for the London Plan to include a requirement for developers to put in high-speed broadband, as they have done with energy and so on.

The other thing I would say is that it strikes me that if we are going to develop this as a creative industries hub—this is part of the vision, is it not? Am I right? We want that to happen?

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): Yes.

Nicky Gavron AM: If we want to do that, we have to provide high-speed symmetrical broadband because otherwise it is not going to be useful for them. It is as you have in Soho or Hackney. Just a point.

If we could make sure that the London Plan—if we could all lobby, please, to make that a requirement of developers. I have tried now through several alterations of the London Plan and I am hoping this time I will get it.

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): Could I possibly add three small points?

Shaun Bailey AM (Chairman): Of course, of course.

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): One is very minor, just to go back to your early question about affordable workspace for SMEs. Because of the scale of the development and the time that it is going to take to develop out the Docks, we have opportunities to use some of the spaces and look at innovative methods of interim use. That is something the team is working on at the moment and that is something that could deliver some quite interesting affordable workspace in the very short term.

I am sorry, I should have introduced myself to start off with. I am Jane Sherwood. I am the Interim Director of Regeneration and Planning in the London Borough of Newham. I have worked there for some considerable period of time so I have seen the Docks develop over many years. I am not quite sure how *au fait* you are with the journey and where we are in terms of the team and the Delivery Plan. It was a very significant event last year to have the money identified. We had spent the preceding year spending quite a lot of time working with all of the partners and stakeholders in the Docks, trying not to just rush into doing things but to gather information and try to plan things quite carefully. In terms of taking the message out, that is very much what we are the beginning of doing now. We are at the beginning of that journey and deciding how to do that. A year from now we will have a lot more to tell you about.

Then just the other minor thing, the fourth thing and another one that is really different now, as well as having the resources identified we have a joint delivery team. The Borough and the GLA are completely joined up. We are joint owners of the team and we are working together to deliver. We do not want to see [just] a Strategy delivered. Well, we in the Borough do not. We want to see things actually happen now in the Docks. We feel we are at a different point in our relationship and we see that as very positive in moving things forward.

Shaun Bailey AM (Chairman): OK. Thank you.

Navin Shah AM (Deputy Chair): My questions are particularly to Jane and Robin as they touch upon issues of jobs and training, skills and so on, specific to Newham.

Some of the information I have on that front is that in Newham you have large proportions of the borough that are in the 20% most deprived areas in the United Kingdom (UK). At the same time, challenges like a low level of qualifications, unequal access to jobs, loss of industry and so on. Then there are opportunities as well in terms of the current vision and Strategy, where there is an aspiration of having up to 40,000 new jobs by 2037. Indeed, *Royal Docks: Unlocked [2037 Economic Vision]* claims that the Royal Albert Dock and Silvertown Quays projects will together create 30,000 potential jobs for the local Newham community and the local residents, which is excellent news.

Going back to the question that I have, have you done any audit of the jobs and training needs of the communities surrounding the Royal Docks or an analysis of what kind of jobs and training needs there are locally? If you can start with that, then we will go a bit further into the kinds of jobs, training, and so on.

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): We have done a significant amount of work over the last 15 years looking at the skill needs for jobs in the future, both in Newham and outside of Newham. We do work constantly with partners who are already there. Just to take your specific question about the Royal Docks because that is obviously only one location for our residents to work in, we work on a regular basis with the partners and stakeholders down there, the businesses, in terms of what their needs are currently and projected into the future. Then we also try to get some more detail. There is obviously lots of Londonwide information available but when we have discussions with developers as part of the planning process we go into more detail with them about the skills needs that are likely to come out as a result of the development, both in terms of the construction phase and the end use.

Now, what we have to be aware of with any major new development, realistically speaking, is that all of the skill requirements will not be known until the point at which the end users are identified for any big site. You can make assessments of what is most likely in terms of the sectors and the level of jobs, but the exact needs of employers vary from business to business and sector to sector. You just have to continually update that information and that is what we try to do. People come in and we then have ongoing relationships with them through the job brokerage service that we run because employers are not always able to identify in neat, clear ways exactly what their skills requirements are. You have to be able to interact with them in lots of different ways. It is something we take very seriously.

Navin Shah AM (Deputy Chair): Robin, do you want to add to this?

Robin Cooper (Head of Regeneration, London Borough of Newham): Yes. There is an opportunity with people like ABP, who are aiming their jobs at the Asian market. That is where they are marketing heavily at the moment. They have sold 17 of the new office blocks to Asian businesses, which is excellent news, but they are going to rely on local talent for all the things you need in business, whether that is legal support, financial support, marketing, or people running the restaurants, hotels and all the rest that goes with that new business community. We need to harness that need. There is significant money in the Delivery Plan to train up young people, particularly graduates, and get people into that higher education (HE) sector so that we can get them trained up and get them into those jobs.

There are some big things happening certainly around ABP and then there are the smaller things, which I think we will excel in. One of the early projects is to convert the Silvertown flyover into small business units, start-up units and creative units. There is great talent - we know that - in London and we need to attract that and nurture it here in Newham.

There are great opportunities for local people. The skills that you mentioned are improving noticeably in our schools in particular. We had a shedload of failing schools a decade or so ago and we do not have that in Newham by any means now. We have some of the best schools in London and some of the best schools in the country now. One school in particular, which is a state school, a free school, has 24 children going to Oxford and Cambridge this year. That gives you some idea of the excellence. Some of the standards are right up there.

However, we need to harness that talent because at the end of the day, if we do not have the jobs or something to attract local people—and housing is one of those issues. If we do not have affordable housing we will lose people and young people, who will go to Birmingham, Leeds and everywhere else. We need to really work on that, to encourage the local people and local young people in particular to be upskilled and to take the opportunities that will undoubtedly be there.

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): That is a fantastic opportunity, to have the money that was identified in the Delivery Plan, to spend in a very bespoke way to meet the skill needs that are emerging. Across the HE sector and across the further education (FE) sector, providers have to plan to try to meet the needs of the London labour market. They have to do that on a very broad basis. What we have the opportunity to do now is to do some very specific, targeted skills programme delivery.

Shaun Bailey AM (Chairman): I understand a focus on young people and the HE and FE sectors. You talked about graduates. What about, for want of a better word, the indigenous population? We are talking about a borough that has all the social issues of any borough in London and a large part of that population will not have those qualifications or the will or desire to pursue them. Is there a route for them into this new employment?

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): Absolutely. I think Robin was just trying to make the point that that is not all of our community any more. Twenty years ago, it was more the case that across the board there were very severe levels of deprivation in terms of employment levels and skill levels. That has significantly changed in the last ten years in particular. For example, about eight years ago the gap between our employment rate and the London average was about 15 percentage points. Now it is much closer. There are only a few percentage points between the two. The economic activity levels have gone up significantly, although we still have lower levels of income so we need to do more in terms of getting people into higher-level jobs.

Absolutely, the Borough [Council] is very concerned to make sure that everyone has access to support and that you do not have to be a graduate to get a job. The Borough [Council] invests over £5 million a year in an employment support programme for its residents. That has been primarily directed at people who are unemployed or who have significant barriers to employment. We are planning to continue to do that. There absolutely will be provision for people in the borough at all levels and ages.

Shaun Bailey AM (Chairman): Thank you.

Navin Shah AM (Deputy Chair): Just to continue, I appreciate what you say, that the picture is thankfully brighter and that there is progress in addressing the issues of deprivation, so on and so forth. Obviously, the landscape is changing. You have different uses from the old industrial and dock-related uses that have had a big economic impact in terms of jobs and the different types of training, skills and so on that are required. Obviously, those land use changes are both short and long-term.

The question is: what are you doing in real terms currently? What are your projects or activities locally with developers and so on in terms of jobs? What kinds of jobs are you seeking, short and long-term, and what training are you seeking from developers and local stakeholders?

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): In terms of the developer issue, our engagement with them through the planning process and the employment opportunities that we are looking for, we are looking for schemes that have a range of jobs and that have higher-level jobs as well, higher-paid jobs. We are not looking for development coming in that is about providing big sheds that have a low density of employment opportunities. We are looking for significant numbers of jobs and high-level jobs, rather than specifying the sectors that we are looking for. It is jobs that offer employment prospects for our residents, and for other Londoners as well, who come and work in the borough.

Then what we do is we work with them. We set targets. We have Section 106 agreements and negotiations in terms of what percentage of local residents aspirationally we would hope that they would achieve [employment for]. We would then work with them through our partnership of training providers and through our job brokerage scheme, which supports 3,000 to 4,000 people a year into work, to try to make sure that we are providing a pathway for our residents and that we are putting residents in front of the employers who they will want to employ. We are not just saying to developers, "Right, you are coming in. Great. Lovely to have you. Please try to employ 20%, 40% or 50% local residents", and letting them get on with it. We try to work with them to say, "What are your needs? Let us try to find residents who can fill those needs". We provide an end-to-end private sector model recruitment service for them.

Navin Shah AM (Deputy Chair): Going back to the big picture, do you think that creating 40,000 jobs in what is now 19 years is a realistic level of job creation, given you know very well what is currently underway and what is being planned in the long term?

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): I think it is a totally realistic number of jobs. From the local authority's point of view, what we are concerned with is not so much, "Are those jobs going to come or not?" It is, "Can we ensure our residents are best placed to access a significant percentage of those jobs?" That is the big issue for us, and to make sure that we learn as much as we can from any mistakes that have happened in other parts of London where there have been big regeneration programmes and there has not been so much success in terms of engaging and involving the local population.

Navin Shah AM (Deputy Chair): Quite rightly, you would want to see the greatest possible emphasis on local jobs for the local community.

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): Yes. That is where, as a local authority, we are coming from: maximising the number of people working in the development. It is a slight nuance. What the Borough [Council] wants is to make sure that we have Newham residents working. That does not mean Newham residents only working locally because London is a massive labour market and it has fantastic opportunities for our residents. Wonderful as the borough is, we are not saying nobody must step outside the boundaries.

We want to welcome visitors and businesses in, we want to support our residents going out, but we have an ability to work with employers that we may not have in other parts of London to secure pathways and to ensure that our residents are competing on a level playing field and that we are doing everything we can to support our residents, who do live in a borough where there are significant disadvantages and where many residents do not have those informal networks that many people living in other parts of the capital do. We

want to perform that role for them, being their best friend and making sure that they do have pathways into jobs. We do want to maximise the number of people who are local working in the new development.

Navin Shah AM (Deputy Chair): If I can bring in David and Paul, Paul, you already touched upon the kinds of jobs to expect and indeed you also specified what sorts of jobs will be created through both the ABP and Silvertown projects. Now, on the issue of creating 40,000 jobs as well as an estimated 30,000 potential jobs from Royal Albert Dock and Silvertown, do you reckon that you will be able to deliver those and at the same time respond to the Council's own aspiration to see a lot of jobs created that will be suitable for the local community, together with adequate training to help take-up of the jobs?

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): Yes, we are comfortable the target is a realistic target. That is obviously based on looking at what the business space and developments will provide and therefore what employment those spaces can provide. We are comfortable that the number is a realistic target.

In terms of the work we will do with the Council around local access to those jobs, there are elements in the Delivery Plan about skills and supporting the Council look at how they match-make between opportunities and skills provision. It is working together on that initiative. It is part of how we want to progress the work.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): I would very much agree with the remarks that Jane [Sherwood] made. The real litmus test for this project is that in five years or ten years' time, we will need to be able to demonstrate that this has genuinely added massive benefit for the local community, not just in terms of work but in terms of enjoyment of the space, leisure opportunities, all sorts of things. If we cannot do that then we will have failed.

Jane is absolutely right, that does not mean we do not want to see a lot of incomers coming in, working and setting up businesses, and a lot of Newham residents getting opportunities to jump on Crossrail at Custom House and go and work in the City or in the West End.

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): Or even south of the river.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): Or even south of the river. That, I think, is the litmus test. I do not want to get into what has happened at Canary Wharf because that is a complicated and quite controversial subject, but there is a perception at least in that surrounding community that that project did not necessarily deliver the direct benefits that some people might have anticipated. As I say, I do not want to comment on that but that is a perception and the Royal Docks needs to evolve in a way that does not leave local residents feeling that way.

Navin Shah AM (Deputy Chair): It is important that we learn lessons from past mistakes. Let us face it, Canary Wharf leaves a lot to be desired. We are going to come back to the issue of community engagement and how we deliver for the community, not the top-down approach. Certainly, it does make sense that we provide what the community aspires to and jobs that are also relevant to the local community because it is also a question of sustainability. By not creating large distances where people have to travel for appropriate jobs, we are creating sustainable neighbourhoods as well. It is critical. I hope that from the experience of what happened in Canary Wharf and so on, we learn lessons and do not repeat those mistakes in the projects we are doing.

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): From the local authority's point of view, I cannot tell you how important that is. That is absolutely at the centre of

all our regeneration visions and work. I do not know if it gives you any comfort because it is a completely different area but in terms of Stratford, Westfield Shopping Centre and the [Queen Elizabeth] Olympic Park, if you go there at any time of day, any day of the week, you are left in no doubt that that it is absolutely bursting full of local people who feel that it's theirs and they have a right to be there. They engage with it. There have been some very positive experiences as well.

Nicky Gavron AM: Can I just come in here, Jane? We did have a session recently on the convergence project surrounding the Olympics and one of our worries was that in fact when we develop the cultural facilities there—they are very ambitious and it looks as though it is going to be implemented—will the local people, rather than incomers, still be able to access those jobs?

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): The jobs rather than the cultural offer?

Nicky Gavron AM: That is right. Asking that question is quite interesting because here we are talking about another cultural offer that Newham is going to have for residents.

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): This is why it is such an exciting place to live and work. There is so much going on in Newham.

Nicky Gavron AM: Yes, exactly. It is.

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): It really is. Those are our challenges but how amazing to have all these opportunities on our doorstep. We work closely with the staff in the London Legacy Development Corporation (LLDC) and we have already started working with all of those employers who are going to be moving in to ensure -- to be fair to them, we have not really had to 'ensure'. They have welcomed the opportunity to start doing work in our schools and in the community now to forge links now, so that although many of them are not going to be there for three or four years --

Nicky Gavron AM: They anticipate it.

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): By the time they come in, it is business as usual. "We thought you had always been there". It is important to start the work now because the changes and building those relationships will take a while. Absolutely, we are doing that now.

Nicky Gavron AM: That is good

Shaun Bailey AM (Chairman): Thank you. I will address the next question. We are going to move on and talk about the Silvertown Partnership.

Nicky Gavron AM: Business enterprise. Can I just find out, starting with Jane and Robin, how successful you think the business enterprise partnership has been? The current incentives are now coming to an end. Can you just say how successful that has been?

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): I am sorry, do you mean the business that are in the Enterprise Zone?

Nicky Gavron AM: The business enterprise district?

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): Enterprise Zone.

Nicky Gavron AM: Zone. I am so sorry; I mean the business Enterprise Zone.

Jane Sherwood (Interim Director of Regeneration & Planning, London Borough of Newham): That is OK, yes.

Robin Cooper (Head of Regeneration, London Borough of Newham): As you rightly said, the incentives are coming to an end. I do not personally think they influenced too many people to move into the Zone. They were on the margins of what would make you make a decision to move there. They are helpful but nothing more.

The success story of the Enterprise Zone is twofold. One is that we genuinely have something that is owned by two democratic bodies, the GLA and Newham. That makes for an effective partnership. It is not something that has been imposed by Government, it is not a quango and it is not a development corporation. It is genuinely owned by two development corporations. All the staff, Paul included, have been jointly appointed by the GLA and Newham, so we all feel that we have been part of that journey and we own it, we genuinely own it. It is jointly chaired by your Deputy Mayor for Housing and Residential Development, James [Murray], and by our Mayor, Rokhsana [Fiaz OBE], so we have very strong political support. The ownership is one thing, absolutely.

The other thing is that this is London's only Enterprise Zone. That is a big-ticket item. If I am a business coming in here, I realise that this is important to London, it is important to Government because they have agreed the deal with the business rates, it is important to the GLA as a strategic body and it is important to Newham. We have signed up a deal for 25 years. Moving in as a business, I know that it is going to be top of the list in terms of wanting the place to change, putting significant investment in and seeing that story through. I think that badging of an Enterprise Zone - it is one of only 43 in the UK - is absolutely key to getting the message across, not just in Newham and in London but across the country and indeed internationally. That is one of the big things when ABP go abroad, as they do, to try to sell their new office blocks, to explain where Newham is and that it is an Enterprise Zone.

Nicky Gavron AM: What are going to be the incentives from now on?

Robin Cooper (Head of Regeneration, London Borough of Newham): The incentives are that no one likes paying business rates or taxes at all but we can now say to local business, "OK, you do not like paying them but, uniquely in London and pretty uniquely in the UK, every penny you pay in business rates is going to be reinvested in your area". By and large, half of business rates go normally to the Government to pay for Government services. That is a big incentive, I think, for local businesses or business investors.

Nicky Gavron AM: Are there going to be other things offered, other incentives?

Robin Cooper (Head of Regeneration, London Borough of Newham): I think there will be because the Delivery Plan that was agreed through the London Economic Action Partnership (LEAP) a week or so ago does have significant amounts of money in there to invest in new train kits for the DLR, better stations, better public transport and investment into training initiatives. Those are things that we would normally ask developers to pay for. They are not getting them for free because we --

Nicky Gavron AM: You mean public money? Yes, OK.

Robin Cooper (Head of Regeneration, London Borough of Newham): Largely it is coming out of the business rates because it is predicated on us collecting probably around £1 billion over the next 25 years. The first tranche of that is the £314 million which the LEAP has agreed. Government likes it because it is not public money in that sense, it is coming from businesses, and it is a really good model.

Nicky Gavron AM: Is there any public money in addition to that?

Robin Cooper (Head of Regeneration, London Borough of Newham): There will be, yes, because we are certainly applying for other funding streams. I am talking with James Murray [Deputy Mayor for Housing and Residential Development] at the moment about affordable housing programmes and we will be putting in a significant bid for that. Some of that will come to the Royal Docks. The Housing Infrastructure Fund would be another way that we would look for funding some of the projects. That is genuinely public money, some of it coming straight from the GLA and some of it from the Department for Communities and Local Government or the Treasury. It is a mix.

Nicky Gavron AM: Does anyone want to add to this?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): I think Robin is absolutely right. This point about, to use the term, the hypothecation of tax to support the regeneration and infrastructure of the area where these businesses are located is hugely important. As Robin says, this is virtually without precedent. I would go further as well. It is not only that the money is being reinvested, so they can see that there is benefit in paying their business rate in the Royal Docks, but most of those businesses are also very involved in the process of shaping the plans and programmes. We have a very lively and increasingly large Advisory Board that draws in all of the key players: new investors, new occupiers and new business ratepayers in the Royal Docks. That is an opportunity for them and us to have some quite structured discussions about the content of the Delivery Plan and the phasing of it.

That leads to the other point, which is an incentive. It is an indirect incentive but nevertheless it is a very real one for business, which is that they see that there is a proper structure and a proper forum where they can get involved and crucially the two democratic institutions, the GLA and Newham, are completely joined up. As we all know, one of the things that businesses love to see is a clear and joined-up message from the public sector. We are seeing that in a way that frankly I do not think has existed in the 15 or 20 years that I have been more or less involved in the Royal Docks. The relationship between us four and our two organisations is in a very good place and that is a big incentive for business to invest.

Nicky Gavron AM: That is interesting. The business rate money being put in, that is in a sense a form a TIF, is it not, tax incremental finance?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): Sort of, yes.

Nicky Gavron AM: Are you meaning it has not been done anywhere else in London?

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): Not in the same way. Some of the Northern Line extension is a bit like that.

Nicky Gavron AM: Yes. A loan on the back --

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): There is a modest example in Croydon as well but this is the only Enterprise Zone. This is the only place where you have got quite a lot of money. Because we are coming from quite a modest business rate base with a lot of development opportunities in the Enterprise Zone --

Nicky Gavron AM: You can see the rise.

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): Yes, you can see the rise being quite a powerful one. To be honest, I have not studied this in detail but I suspect they compare to a lot of Enterprise Zones in other parts of the country where the market conditions are maybe a bit less promising. They may struggle in comparison to the Royal Docks. We have a fantastic opportunity now to get this project motoring with those business rates.

Nicky Gavron AM: It is interesting. I first encountered this in Chicago, which has been built on about 70 TIFs. Different areas, different objectives. I wanted to go on from this question to just ask about ABP. Perhaps first Robin and then David might just give me a bit more of an update on what has happened since ABP got the Royal Albert Dock.

Robin Cooper (Head of Regeneration, London Borough of Newham): They were procured under the previous Mayor and have gone through the planning system. They found that quite a painful experience because this was their first foray into Europe and into the UK and generally they did not understand the British planning system. It is convoluted, as we all know, and they found that frustrating, but we have got there now. They have planning consent and they are well on with the first phase.

The first phase is the bit nearest to Newham Council's headquarters in Dockside. That is coming on to the market in March next year [2019] and they have sold 17 of the blocks to Asian businesses. They will start populating that from March next year. They have put money into the DLR to make sure that the station has the right capacity to take the people that will be working there. They are well on with it.

Just going back to that Enterprise Zone question and what is in it for businesses, we went to Shanghai late last year [2017]. David was with us. It was interesting in Shanghai. There is only one area in Shanghai that has a similar thing, called an Enterprise Zone. We went to visit the local Government there. There is an understanding in China of what an Enterprise Zone is and what it is seeking to do. There are great similarities there. It is a dockside area. The docks, as in our area, have moved downtown because of the containerisation, size of ships and so forth. There is an understanding when you talk about Enterprise Zones across the world about what they are. If you go to China and say "Newham", you do not expect them to understand where it is. They know London but they do not understand Newham. It is a good introduction.

ABP is working very well. They are based in our building. They are now talking about putting some meat on the bones, not just building the commercial developments but what they can do in terms of the restaurants and the bars and encouraging Chinese businesses to come over. There might be some brand awareness, maybe some launch areas for some of the Chinese cities to come with their businesses to use Newham and the Royal Docks as a showcase, which is very exciting. Compressor House, which is outside the building --

Nicky Gavron AM: Can I say, quite a while ago I read a snippet in the *Wall Street Journal* that said that this was going to be a third financial district for London as an Asian financial district. Is that how it is being branded and is it accurate?

Robin Cooper (Head of Regeneration, London Borough of Newham): In a way, yes. We are looking out the window at the traditional heart of business in the City of London. Therefore, we now have the City of London --

Nicky Gavron AM: That, Canary Wharf and now the Royal Albert Dock.

Robin Cooper (Head of Regeneration, London Borough of Newham): Yes, Canary Wharf and we have --

Nicky Gavron AM: Is that right?

Robin Cooper (Head of Regeneration, London Borough of Newham): I think it is. As David was saying earlier, we now have these centres of business excellence. We have the traditional City, of course, and Canary Wharf. We have Stratford now with a lot of important public buildings being established there, whether it is Transport for London (TfL) or the British Council and other big public bodies, and the BBC moving into the [Queen Elizabeth] Olympic Park. This is genuinely the fourth business district, if you start with the City, then Canary Wharf, then Stratford, and then you will be out at the Royal Docks. Probably if we had started with the Royal Docks it would not have got off the ground and maybe that is why it has taken decades to get to where we are, but people now understand those sorts of stepping stones. Yes, I think genuinely it will. The Chinese do not seem to be fazed by Brexit and all the uncertainties around that. They see it as a great business opportunity.

London is a massive brand in China. You see lots of young people wearing British things, Union Jacks and all that sort of stuff. It is capitalising on that. Of course, we are right by City Airport. You cannot fly directly from there to China but you can certainly fly to Amsterdam and Frankfurt and then get to China. There is nowhere else in London that you could do that. That is a massive plus for the Asian community. I guess the short answer to your question is yes, it will be an important Asian business centre.

Nicky Gavron AM: Is there housing planned?

Robin Cooper (Head of Regeneration, London Borough of Newham): Yes, there is housing planned as part of the ABP scheme and more widely in the Royal Docks as well. Absolutely, yes.

Nicky Gavron AM: Which housing is part of the ABP scheme?

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): It is about 800 units.

Nicky Gavron AM: It is good to hear what you are saying about the Royal Albert Dock but if I can ask David, are lessons being learned about the whole way that particular development was procured?

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): I am not quite sure if there is an implication behind the question. I would answer it this way. Point number 1: I feel that we should be quite grateful to ABP in many respects because if one casts one's mind back to 2010 and 2011 when the procurement for the Royal Albert Docks was being run, this was shortly after the recession. London was still climbing out of quite a difficult time economically. We would have been having a very different conversation than the one we are having this afternoon about the Royal Docks and its perception in the marketplace. To be candid --

Nicky Gavron AM: It would be lying empty in a brown field.

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA):

Exactly right. Of course, that particular site, the Royal Albert Dock, had been derelict and looking very forlorn for a long, long time. Guess what? The Chinese came along and said, "Not only do we want to be a bit of a pioneer investor here but we are willing to do speculative commercial development". As anyone here knows, doing speculative development of any sort on any scale anywhere in London is not that easy without pre-lets. They came in and said they would do all that at risk. To be fair, Robin is right, it was a slightly longer journey than any of us or them would have liked because they did have to familiarise themselves with the way we do things here. I think they have done very well. It is great that they have so many purchasers and occupiers.

It will emerge as a very interesting and probably quite a diverse business district because although it is true that their target market has largely been pan-Asian, they are also anticipating that most of the buildings will be occupied domestically. This is not simply going to be Chinatown, if you like.

If you look at the nature of the buildings and indeed the nature of the economy that is emerging at the Royal Docks, I suspect it will be a vibrant business hub. I do not think it is going to be another financial services district, ie Canary Wharf. I am not sure London necessarily needs another one of those. The floorplates are not the right size. There are all sorts of reasons why it is going to be more diverse than Canary Wharf.

In terms of the procurement, it was handled well. It is not secret, I do not think, that ABP were not exactly in a huge competition where everyone was fighting for that particular site at that time. It was a very lonely site. There was not a lot of market interest and these guys shaped up very well.

Nicky Gavron AM: I am going to leave it there but I will just make the comment that without housing being part of it, it would not necessarily have flown in quite the same way. I will leave it there.

Shaun Bailey AM (Chairman): Just moving on, what role did the Mayor and the GLA have in the decision-making process for the Silvertown Partnership (TSP) when they were looking to sell on their development rights?

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): As you know, the Silvertown Quays site was procured by the London Development Agency (LDA), as was, at the same point as Royal Albert Dock. They ran two separate procurements for both sites. The Silvertown Quays site was won in an Official Journal of the European Union (OJEU) process by TSP. The development agreement was signed between TSP and what then became the GLA because the LDA was closed down. In the time since then and where we are now, a great deal of work has gone on and planning consent has been secured but the project has, frankly, struggled to find a funder, an investor that can deliver the obligations in that development agreement.

Consequently, TSP, with whom the GLA and the Mayor have the contractual development agreement, have had a whole string of conversations over many months, indeed years, discussing opportunities to help to bring a funding partner in to make the development a real one and get things moving. TSP have had a whole string of discussions but they came to us some time ago and said that they were keen to explore whether they could introduce Lendlease and Starwood, a 50/50 joint venture between those two companies, as a funding partner to come in and deliver the scheme. They asked us very specifically to sit down with Lendlease and Starwood and see whether there was an opportunity that we would support this. You will appreciate that as a custodian of that development agreement, the GLA and the Mayor have the right to say yes or no to a funding partner that is introduced by TSP.

Those discussions were held at the request of TSP. The Mayor consented and approved the introduction of Lendlease Starwood as a funding and delivery funding partner for the Silvertown scheme. That was done a

month or so ago. We are now in a position where we are making a Contract Award Notice and Lendlease Starwood will be introduced as the funding and delivery partner for the Silvertown project.

Just to be very clear, that approval is an approval for Lendlease Starwood to come in and fund and deliver the scheme which was procured through that OJEU process. The contractual obligations that sit within that development agreement and sit with TSP will be the same obligations that will apply to the new funding and delivery arrangements being delivered by Lendlease Starwood.

Shaun Bailey AM (Chairman): Has Neale Coleman OBE [former mayoral advisor] been involved in any way in the discussions over the involvement of Lendlease in the Silvertown Quays?

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): You mean the Neale Coleman OBE who we all know was once mayoral advisor?

Shaun Bailey AM (Chairman): Yes.

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): Has he been involved in any of the discussions? No, he has not.

Shaun Bailey AM (Chairman): Yes.

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): No. He certainly has not been involved in any of the discussions with the GLA over any of this, no.

Shaun Bailey AM (Chairman): How do you ensure that Lendlease will meet the vision for the area and speed up the delivery of this critical site?

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): As I said, the problem with the Silvertown Quay site and the project is that aside from winning the planning or securing the planning consent, there has been very little activity to get the scheme underway. I am very clear that the introduction of two well-funded partners, Lendlease and Starwood, into that arrangement means that there is now a bank balance. There is now a delivery capability and a financial capability to get on with that. That is not just a vague belief. We have obviously spent some time exploring all of this with all the relevant parties.

As I said, the crucial thing is that they will be obliged to deliver the obligations that sit within the development agreement. That comes with very clear contractual obligations to start moving at speed with project milestones to secure reserve matters, planning consents, to start onsite and to start to see buildings being constructed quite quickly.

I am quite confident now that we have reached a very important staging post on the Silvertown Quays project that we have been trying to find for a number of years.

Shaun Bailey AM (Chairman): Just before any of my other colleagues come in, you are clear in yourself that this will help deliver that original vision?

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): Absolutely.

Dr Onkar Sahota AM: What evidence did TSP provide to you to demonstrate that the Lendlease is the best developer for the project? What criteria did you go through to be reassured that this partner who had been introduced to you is the best one?

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): The first point I would make is that we are not entitled, under the terms of the contract that we have with TSP, to discuss or talk with any potential funding partner unless we are requested by TSP to do so.

Dr Onkar Sahota AM: Is it a usual sort of contract or was it a special contract designed by the GLA?

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): Yes, it is a master development agreement. It is a fairly --

Dr Onkar Sahota AM: The Mayor at that time sold away the right that the only partner introduced to discuss with you must be nominated by TSP.

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): No. Just to be clear - and this is the case with most development agreements - we, as the landowner, have an agreement, a contract, a development agreement with a party who is procured through an OJEU-compliant process. That party, TSP, is the contracted entity that then has to deliver the obligations that sit within that contract.

What we are talking about here is that TSP are introducing a new funding and delivery partner into that structure, into that contract. Two things are important to be clear about here. One is that with any such party that TSP ask us to talk to, any funding partner or any delivery partner that they say, "We would like to bring you in", clearly we will need to do our own due diligence to assess whether they are credible parties, whether they are partners that we could trust to deliver the obligations that sit within that contracted master development agreement, and whether we can agree suitable terms for that.

All I would say is that there have been many discussions with TSP going back over a number of years about possible prospective investors and funding partners. It is fair to say that the only one that we have, between us, ever felt was credible, for a variety of reasons, has been the Lendlease Starwood opportunity. The first point is that we are quite confident a credible offer has been made.

Dr Onkar Sahota AM: All I am asking you is what the due diligence process was that you went through. How did you come to that decision?

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): By undertaking a great deal of due diligence and discussion.

Dr Onkar Sahota AM: You thought this is the only partner that could deliver on this? This is the only partner that could deliver for you?

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): This was the only partner, this is the only party that we were asked to talk to. TSP is the contracted entity. It is up to them to say, "Look, we have found a potential investment party". It is not up to us to say, "Oh, we do not like that one. Go and talk to another one". We can only talk to the parties that they wish to introduce to us.

Dr Onkar Sahota AM: Let me understand this clearly. TSP was given a contract, or an agreement, on 16 July 2013. On 9 June 2018, they brought in another partner called Chelsfield Properties Ltd (CPL). It is true?

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): I need notice of questions like this because I do not know who CPL is.

Dr Onkar Sahota AM: The point is CPL was a partner brought in --

Shaun Bailey AM (Chairman): You cannot ask that question if he does not know who CPL is.

Dr Onkar Sahota AM: I do know what the initials stand for. Then there was another contract change on 29 June 2018. It was TSP. They then brought another partner called CPL and then they brought another one two weeks later called Starwood.

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): I am not sure I recognise what you are saying and without some prior notice it is very difficult for me to respond to that. I also think there are some discussions and conversations that may well breach confidentiality agreements with TSP.

Dr Onkar Sahota AM: What I have quoted is in the public domain.

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): I would need notice of a question like that, but I am happy to investigate if you want to give me that notice.

Shaun Bailey AM (Chairman): Maybe you can write back to us as a Committee because if that level of detail is correct, I would suggest you would need some forewarning to look at those dates. Navin.

Navin Shah AM (Deputy Chair): Chair, just for clarity, what my Assembly colleague has referred to is a Contract Award Notice. You have one dated 26 June 2018. That is the latest one. The original contract, or procurement, came about on 16 June 2013 and then that was altered where the transfer of ownership or interest took place on 19 June followed by 26 June 2018. It effectively transfers all interest from TSP to Lendlease and Starwood, is that not correct? That is the contract that we have here. It is in the public domain. This is picked up from a website.

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): It is true that there is a Contract Award Notice that has been issued. That is the matter of public record. What I cannot do, and I will not do at this point, and, with respect, I do not think you could reasonably expect me to, is to dissect some of those detailed points that you have raised without prior notice.

Navin Shah AM (Deputy Chair): It is not dissecting detail. It is simply a matter of fact because the notices we have, the one dated 9 June [2018], is a Voluntary Ex-Ante Transparency (VEAT) notice --

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): Yes, the VEAT notice.

Navin Shah AM (Deputy Chair): -- and the contractible notice is dated 16 June 2018. Effectively, you are talking about Silvertown transferring complete interest over to Lendlease and Starwood, with the partnership they have. The question is, is this something that has been done with the blessings of the GLA and the Mayor?

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): I am sorry. Right, I think I understand.

Point number 1. Because Lendlease Starwood are now coming into the TSP arrangement, that is something that the GLA and the Mayor are comfortable with and have approved in accordance with good practice. As an OJEU-procured project, good practice suggests that when an event such as that occurs, one issues what is called a VEAT notice. I think that is the notice that you have just alluded to that was dated 9 June [2018]. That is a notice that is posted into the relevant European Journal portal to notify people that there is, in this case, a corporate restructuring proposal of TSP in order to introduce a new funding and delivery partner to deliver the development agreement.

That VEAT notice was published on 9 June 2018. That VEAT notice, in accordance with good practice and procedure, precedes the issuing of what is called a Contract Award Notice. In other words, that is giving notice now that we are in the process of introducing this new party as a contracted party into TSP. What you have just read out, what you have got there is the way that these things are normally handled in the event that there is a change, such as this one, being introduced into a major OJEU procured contract.

Navin Shah AM (Deputy Chair): Can I ask you does this mean that TSP interest has been transferred over, lock, stock and barrel, to Lendlease and Starwood?

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): In the interest of TSP?

Navin Shah AM (Deputy Chair): TSP.

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): No. What this means is that TSP remains as an entity but that entity is now funded and its responsibilities will be delivered by the Lendlease Starwood joint venture.

Navin Shah AM (Deputy Chair): The GLA still has a freehold interest in the land?

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): Yes.

Navin Shah AM (Deputy Chair): Does mean there is a leasehold arrangement? How does the contract work? Have you already leased to --

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): The development agreement provides for a phased drawdown of a long leasehold interest based on the buildout of each phase. Normally, the way it works is there is a building contract. They have access to drawdown the land/builder phase. We normally always retain the freehold. It is all built out in phases. The land is drawn down in phases on a leasehold basis.

Navin Shah AM (Deputy Chair): I will tell you what I do not understand, going back to what my colleague was querying. As a freeholder, surely you have a contractual arrangement with, in this case, TSP? When you know definitely that there is a third party which you are developing on in the name of TSP, having progressed the whole project in terms of the bid, TSP may not be prepared to directly say to you, "We are negotiating with them. Can you have a look at it?"

When you know there is this changing vision and culture-led regeneration that the Mayor is seeking, when there is that change in the whole strategy and vision, and when you know that there is a strong element, a unique element of what is being promoted by that bidder, surely, as the freeholder, you could say to your developing partner or TSP, "Can we have a look at this?" Surely that could have been done and I am surprised that you have not done so. How can you leave the future of a major project such as this totally without questioning and simply say, "Right, you introduce whoever you are and we will go along with that"?

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): As David said, it is not just a case of TSP suggesting a funding partner that is accepted. There is a process that we go through to do that. As David said, there is a contractual relationship between us and TSP. We have to respond to their requests to look at alternative structures and delivery models. We cannot look at something else without their consent because we have a contract with them. It is the way the contract works. As David said, there have been various discussions and options that TSP have looked at and they have asked us to consider this one.

Navin Shah AM (Deputy Chair): Why did you not ask for consent, knowing that there is so much at stake? There are two schemes potentially. To me, if I have got to be honest, it is a case of this third party being exempt. All along, TSP were doing their business with this third party. At the last minute, we understand that Lendlease were introduced. From what I know, it appears that the GLA did not even ask TSP for consent to talk to a third party that was potentially offering a bid, including funding to promote not only the scheme as envisaged but a strong element of that being a cultural centre, something which delivers the Strategy.

David Lunts (Interim Head of Paid Services and Executive Director - Housing and Land, GLA): Can I just jump in here? I am not sure how appropriate it is to try to dissect all the detail here. There is an important point that needs to be understood and that is that the Silvertown Quays project was properly procured a number of years ago. It was procured and it now has planning consent. It also obviously has a development agreement that enshrines the obligations to deliver the vision and the planning consent that currently exists. For a number of years, the Silvertown Partnership has struggled to find a funding partner to give effect to that. Bear in mind this is a project that the GLA and the Mayor are very keen to get going because without that we do not get the business rates and all the things we have been talking about.

Navin Shah AM (Deputy Chair): Sure.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): Clearly, we have been interested for a long period of time in talking to TSP about how we can find a funder that will actually ensure this project is delivered, not a different project but the project that we are contracted with you to deliver. Until quite recently, it was not clear where that investor interest was going to come from. There have been a number of conversations over a number of years with potential funders that have all come to nothing, until Lendlease and Starwood came into the picture.

Our job, once Silvertown Partnership say, "We have found these people and we think they are serious", is to sit down with them and say, "Because you want us to discuss terms with them, let us see" because it is ultimately the Mayor's right to approve the introduction of a new funding partner. That is what we have done. It is not the case that any third-party interest should be, or can be under contract, assessed on a speculative basis. It has to be at the introduction and behest of the Silvertown Partnership as our contracted partner.

Navin Shah AM (Deputy Chair): David, what worries me is that you said the investor interest did not come about until Lendlease emerged. The fact is that from the documents I have seen, there was investor interest before Lendlease came. Certainly, at the last-minute things changed. This is where I do not think it is in our

interests to have a situation where we are not seen to be fair and pretty much working against our own interests.

Let us move on. You mentioned planning consent. Can you provide an assurance that Lendlease will deliver the development as agreed in the planning consent? Let us remind ourselves of what that regeneration planning consent is that was delivered through the Mayor's Stage 2 decision letter of 19 January 2011. That was to deliver 4,930 residential units with an average of 25% socially rented units, alterations and conversions on Millennium Mills, 25,000-plus commercial uses, plus leisure including an aquarium, a 300-bed hotel, library, school, health centre and public open space. Can you confirm that is exactly what Lendlease will be delivering?

Shaun Bailey AM (Chairman): Before you answer, could we have a truncated answer? In the interests of brevity and time we need to move on. Please, go ahead.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): I think the planning consent that you just summarised is a historic consent. Because I think you said an aquarium?

Navin Shah AM (Deputy Chair): It is all there.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): There is no requirement to build an aquarium under the current planning consent.

Navin Shah AM (Deputy Chair): The Mayor's decision letter refers to a planning application --

Shaun Bailey AM (Chairman): I think that is the old consent.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): I do not think that is the current planning consent.

Navin Shah AM (Deputy Chair): Is there a new consent since then?

Shaun Bailey AM (Chairman): No, it is not. There is a different one.

Navin Shah AM (Deputy Chair): This is what is referred to in our briefing notes as well.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): I think there is an error.

Shaun Bailey AM (Chairman): As far as I understand it, that is the old planning consent.

Navin Shah AM (Deputy Chair): Can you come back to us then, very clearly, with what Lendlease are due to deliver?

How does that sit with the new vision, which talks about culture featuring being a core part of the Royal Docks development? *Royal Docks: Unlocked* states it is, "a significant opportunity to shape and support a new cultural district with unique assets". That is different from the original concept. Will that part of culture-led regeneration, that element, be delivered to satisfy what we are seeking now and not in 2016 or 2011?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): Yes.

Navin Shah AM (Deputy Chair): Will that require a change in planning consent? Also, let me ask if an average of 25% affordable units on GLA land - which is what the consent was, unless that has changed - is something we are proud of? Is that work we should be driving? Should it not be a much higher proportion, such as 50% which is what the Mayor's target is?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): I think there is a bit of confusion because the planning consent you are describing is a historic planning consent that is no longer relevant. Maybe the best way to deal with this is if I undertake to clarify these points in correspondence? I am very happy to do so.

Shaun Bailey AM (Chairman): I think you are correct. I am going to insist we move on. I do think my colleague is speaking about an old planning consent. We can have all those things ironed out

Nicky Gavron AM: Can we hear what the new planning consent is?

Shaun Bailey AM (Chairman): We can have all those things ironed out properly with the correct information and my colleagues can then, in writing, submit any questions they like. They will then be brought back to the Committee and we can look at them. I do not think this is the point to look at the current planning consent because I need to move on.

Dr Onkar Sahota AM: Chairman, I want to make a small point.

Shaun Bailey AM (Chairman): Please make it a small point.

Dr Onkar Sahota AM: This is GLA land. What kind of social housing do we expect from this new development?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): The current planning consent is 35 --

Dr Onkar Sahota AM: The question is what percentage of social housing do we expect on GLA land currently?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): On this particular site I am telling you that --

Dr Onkar Sahota AM: No, generally as a policy. If we have GLA land how much social housing do we expect on it? I am not talking about this site. Generally, what is the Mayor's policy?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): The generic point you are asking?

Dr Onkar Sahota AM: I am asking what the Mayor's policy is on the amount of social housing on GLA land?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): The answer to that is that the Mayor is looking for 50% affordable housing on mayoral land.

Dr Onkar Sahota AM: Given the Mayor was able to secure a huge amount of funding from the Government to put in more social housing, was this not an opportunity to revisit this to see how much social housing should go on this scheme?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): That is an interesting question. I do not think there is --

Dr Onkar Sahota AM: My next question, which deserves an answer --

Shaun Bailey AM (Chairman): Let him answer. Let him answer the question?

Dr Onkar Sahota AM: -- is was this an opportunity for you to look at this scheme to see how much social housing is going to go in it, and was that opportunity taken?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): The point I am trying to make is that we have a contractual obligation --

Dr Onkar Sahota AM: I merely ask the question; this was an opportunity for you to look at the amount of social housing on this site in view of the Government's funding for housing. Was that opportunity taken, Mr Lunts?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): We look at every opportunity to maximise the amount of affordable housing that is delivered on mayoral land.

Dr Onkar Sahota AM: I take it the answer is no. For the record, I presume the answer is that you did not review the planning requirement on this site. You did not take the opportunity of revisiting it.

Navin Shah AM (Deputy Chair): Chairman, what worries me is that if the consent --

Dr Onkar Sahota AM: Was an opportunity taken to reconsider the amount of social housing required on this site in view of the Mayor's new policies?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): What I am trying to say is that we always look to see if we can increase the amount of affordable housing on mayoral land. Equally, on a whole string of sites where previous contracts are in existence we cannot unilaterally change those --

Dr Onkar Sahota AM: There was an opportunity for you to consider and review that.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): There is always an opportunity --

Dr Onkar Sahota AM: You could have done it because you did not sign the contract until June 2018.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): No, I think that mistake is what has happened here. Again, probably these points are more easily handled after the meeting.

Shaun Bailey AM (Chairman): I agree and we are going to move on but it is a fairly simple question, which could probably be answered yes or no at any point. Was it, or was it not, signed in June? When was this contract signed?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): The contract was signed on 26 June [2018].

Shaun Bailey AM (Chairman): Would that have given you the opportunity to look again at the amount of social housing on this site because the contract was signed so recently?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): No, because what sits underneath the process on 26 June [2018] is the development agreement with the obligations that sit as a consequence of the procurement that was undertaken back in 2011. It does not disturb that.

Let me be very clear in my answer to the question of whether we will look again at levels of affordable housing at Silvertown Quays. You can be pretty confident that we will want to do that. We always look to see if there are opportunities to maximise the amount of affordable housing on mayoral land.

Nicky Gavron AM: Can I just ask, is there a new planning consent?

Navin Shah AM (Deputy Chair): Exactly.

Nicky Gavron AM: Chair, it would be very helpful to know. Is there another planning consent, not the 2011 one with the aquarium?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): Yes.

Nicky Gavron AM: There is. When was that agreed?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): 2015/16.

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): We will come back and confirm that.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): I think it was 2015.

Nicky Gavron AM: Here we are talking about Silvertown Quays and my main interest is to know what is planned for its development and we are not hearing that.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): There is an extant planning consent. That planning consent went to the Mayor maybe a couple of years ago as a Stage 2 report.

Nicky Gavron AM: Is that still the aquarium one or another one?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): No, it superseded that. The aquarium planning consent is gone.

Nicky Gavron AM: So we can look it up.

Navin Shah AM (Deputy Chair): What perturbs me is that there is a new planning consent that I suspect is different – I believe that is hugely different – to the earlier planning consent and your development agreement. Why did you sign that agreement when you knew the two were different? The question is if affordable housing is at the level I mentioned – an average of around 25%, for example, for socially-rented accommodation – that is not something we want. I hope it is much different in the new planning consent. Why did you sign the agreement on the old development plan or contract that you had?

The second thing is that if you are going to change the proportion of affordable units that will have implications in terms of the whole viability aspects and so on of the scheme. That could mean you may end up having to submit under the planning application. Would that then not require a new procurement process? We are going backwards rather than going forwards. I am really, really concerned about the whole process and the way it has been managed.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): I hear what you say but I repeat the basic point, which is that the obligations that sit within the development agreement are to deliver a range of obligations. Mainly it is commercial space that are the fundamental obligations in the first phase.

Navin Shah AM (Deputy Chair): It was the whole package; I would have thought.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): It is a multi-phased scheme. You will appreciate it is a scheme that is going to take many years to complete.

Navin Shah AM (Deputy Chair): With an outline approval that has everything in it.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): Yes, that is right.

Navin Shah AM (Deputy Chair): Then you put detailed planning applications in, am I correct, for those bits that you might want to do?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): It has an outline planning application for the whole scheme. The obligation now is to secure the reserved matters consent to allow the first phase to proceed, which is the important thing now. That has been held up because of the absence of an investor or funding partner. The process we are going through at the moment to introduce that funding partner means the scheme can press ahead, deliver the reserved matters and get the first phase obligations underway as quickly as possible.

As I say, most of that relates to the refurbishment of the Millennium Mills building. That will create about half a million square feet of commercial space, which will be an opportunity to introduce those businesses that we have been talking about and generate a substantial amount of business rate. You will appreciate that getting on with that is crucially important because every penny of business rate that we secure then gets reinvested into the Docks. If we delay things any longer it is going to become increasingly difficult to support that £300 million investment programme that we have been talking about.

Navin Shah AM (Deputy Chair): I must say that this deliberation has raised more questions than answers. The question being that this is meant to be one of the biggest regeneration sites. Given that we have clearly demonstrated in our papers a bigger culture-led regeneration aspect as part of what we expect you to deliver, what element of unique cultural entity is there within the contract that you signed, which has the masterplan,

to deliver everything that is being done through the refurbishment of Millennium Mills and so on? What element of culture-led regeneration will this scheme provide, for which you have signed the agreement?

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): There is a very sizable cultural element within it. I am not sure how much I am at liberty to share at the moment because some of that is subject to commercially sensitive negotiations.

Navin Shah AM (Deputy Chair): I do not --

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): I am sorry, but there is a limit to what I can share publicly if the GLA is involved in commercial negotiations. I am sure you would appreciate that is the case.

I also add, as we said at the beginning, that although culture is a very major theme that runs across the Royal Docks we are not simply delivering a cultural project. We are delivering a project with many different strands to it, which includes residential and commercial development --

Navin Shah AM (Deputy Chair): I appreciate all that.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): -- and includes cultural elements. I can promise you that what will come forward at Silvertown Quays is going to include all of those elements. What I am not able to do, and I am not at liberty to do, is to disclose details of commercially sensitive negotiations in a public forum.

Navin Shah AM (Deputy Chair): David, I hope you share our frustration. Our role is to scrutinise. Here, as the Regeneration Committee, you are telling the Members, "It is commercially sensitive so we cannot tell you what the cultural element of that scheme is". Surely that would have been clear in the masterplan. However, it is not clear to me, from what I have seen, in terms of the consent that was early in 2011. Therefore, what do we scrutinise? Nothing. You are wasting our time.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): I am sorry, Chairman --

Shaun Bailey AM (Chairman): We are going to hold that there but I do have a great deal of sympathy for what my colleague is saying. My two colleagues have ably expressed their distress, which I think is an apt term, at your inability to answer some of these questions.

I will say this. We will be writing to you as a Committee to have some of these questions answered in private where you feel you can be more candid because of your sensibilities around commercial negotiations.

Before we move on to Onkar though, it is incumbent on you and your office to be able to answer these questions, not just for the Committee. Anything you give us in private we will have to keep in private. There are a number of people watching this now - not least the community - who will be very interested in the answers you do or do not provide. I say this as a helpful scrutineer: any gaps you do not fill will be filled with myth and rumour and that will make your situation that much more difficult.

Bearing that in mind, I hand you over to Dr Onkar Sahota.

Dr Onkar Sahota AM: Now for something completely different, talking about the future investment to the Royal Docks. This is a question starting with you, Jane. What are the main obstacles to attracting visitors to the area and how far will the new connections, such as Crossrail, help overcome these?

Jane Sherwood (Interim Director of Regeneration and Planning, London Borough of Newham):

Speaking from the local authority's point of view, one of our issues has been that there is a lack of awareness throughout London of the existence of the Royal Docks, or a lack of awareness - if there is a perception of the Royal Docks - of where it is geographically based. That is one thing we have become aware of. Therefore, we are concerned that any promotion of the Royal Docks should include making people aware of its geographical location.

The other thing we have been aware of is the issue of why people should come to the Royal Docks. There has to be a reason for people to go somewhere. Until very recently there has not been a huge pull for people to come into the area, which is starting to change now. Therefore, it is a lack of awareness and reasons for people to come. Things like an offer of destinations that are really lively and buzzy places, somewhere that is easy to get to, somewhere that has leisure facilities and somewhere to eat and drink, easy to access, easy to walk around once you are there and easy to get around from one part of the Dock to another. All those have been barriers to people coming to the area and those are things we think - and I would like to add, hope - are likely to start changing.

Robin Cooper (Head of Regeneration, London Borough of Newham): To make one example - it is bit of a trite point but is fairly accurate - people come over on the cable car from the O2. They have been there for whatever reason, a concert or maybe to have something to eat and drink. They land in the Docks and they almost go back home because they cannot even get an ice-cream. On a day like this you go with your children over on the cable car, which is a great experience to see London. You arrive and the first thing you want is a coffee, a toilet and an ice-cream - all the things that tourists and visitors want - and we do not have it. We do not have the basic ingredients. The reason why there are lots of people out there today on the riverfront - apart from the great view - is because those things are here, you can get a coffee and an ice-cream. We need to address that if we are to be serious about getting people to the area.

We do get very large numbers but these are people who come for a specific purpose; getting a plane at City Airport or coming to a show at ExCeL. What we are lacking at the moment, which will be achieved through the Delivery Plan and the investment, is enough to attract people to go there as extra stations on the DLR or Crossrail and when they get off there is something to retain them in the area. At the moment we are rather weak on that. There is not a good selection of simple things like cafés, bars, restaurants and all the stuff you need in an area to retain visitors.

Dr Onkar Sahota AM: If you look at the evidence of the cable car, it is has not had a huge impact on the number of visitors coming into the area, has it? You need more than connection; you also need all those facilities you are talking about.

Jane Sherwood (Interim Director of Regeneration and Planning, London Borough of Newham):

Once we get them over we want them to stay, and there has to be a reason for them to stay.

Dr Onkar Sahota AM: I understand that the Royal Docks Community Voice has raised concerns about North Woolwich, saying it may be cut off to the Dock by the City Airport on one side and Crossrail on the west. How are we protecting that community around North Woolwich?

Jane Sherwood (Interim Director of Regeneration and Planning, London Borough of Newham): That is one example of why it is so important that we are a joined-up partnership on this. North Woolwich is not

within the red line of the Enterprise Zone. However, as you say, it is in danger of being an excluded community. That is where the Authority comes in and where we play a very important role in bringing our ability to bear in making sure that community is linked into the work that is going on, and that we jointly work with the Royal Docks Team in terms of community engagement and investment.

Shaun Bailey AM (Chairman): Sorry, Onkar, I have a question. Robin, you made the point that it is not a destination; you do not have the ice-cream, the toilets and a coffee shop. What plans are there to do these things? There is a great difference between identifying a problem and rectifying a problem. What plans are there to address those things?

Robin Cooper (Head of Regeneration, London Borough of Newham): We can do things in the short term and we are doing that with our colleagues in the Royal Docks Team. For instance, in a couple of days we are launching an artificial beach that is actually in the Docks.

Shaun Bailey AM (Chairman): Do you need to make it bigger?

Robin Cooper (Head of Regeneration, London Borough of Newham): We better make it bigger. We are making it physically bigger but we are introducing, for instance, a swimming pool this year so young families, in particular, can come and play on the sand which is great fun. Then they can safely bathe in the Docks. It is an enclosed area. At the moment it is an unsafe area because it is a 6 metre drop into the dock so you would not want your children swimming in it. There are things we can do at the moment. We have some temporary uses by the Good Hotel where you can get some decent artisan food. We are doing things in the short term but we need more permanence to it. We can get those interesting and quirky things in the quick term, which we are doing, and then build on that with more permanent structures.

Jane Sherwood (Interim Director of Regeneration and Planning, London Borough of Newham): There are some toilets and ice-creams there --

Robin Cooper (Head of Regeneration, London Borough of Newham): Yes, sorry. Of course, there are.

Jane Sherwood (Interim Director of Regeneration and Planning, London Borough of Newham): -- just in case you were a bit anxious about coming. Particularly the area around the Custom House station and the entrance to ExCeL there are a significant number of hotels and restaurants that have been developed, particularly in the last four to five years, and, as you were saying, in the area around the Good Hotel. Some ice-cream vans are starting to come into where the cable car lands. We want to build on that. The opposite side of the Dock is the area where Silvertown Quays will build a new town centre and a leisure and cultural area that absolutely should enliven the other side of the Dock as well. We are really excited about that as a local authority. It has been talked about and planned for many years now. We are really hoping that will start to happen. There is a plan and now it seems possible for that to start happening so the south side of the Dock can be enlivened as well.

Nicky Gavron AM: What role do you see for The Crystal within all this? It is a fantastic building and does some very good work. What role is Siemens playing within all this?

Robin Cooper (Head of Regeneration, London Borough of Newham): It is owned by the GLA, as you know. Siemens has a lease with another six or so years to run. There are conversations going on between the GLA and Siemens about whether they want to stay there or exit the structure. It is a fantastic building, as you say. It is an exciting building, a brilliant piece of modern architecture and very sustainable, so it ticks all the boxes.

There is some initial work going on with the Royal Docks Team about what we could do in that building. We are lacking decent community facilities in that area. We are lacking in that area the story about the Royal Docks; there is nowhere you can go to learn about the great social history, the birth of the labour movement, women's rights and a lot of the stuff that came out of the Docks. There is nowhere you can go to see a model of what we are all trying to build in terms of the regeneration. It seems to us that one of the uses for that building could be that community interface, an interpretation centre, maybe using it for cultural facilities - having small concerts in there and lunchtime events - and a restaurant.

Nicky Gavron AM: That is interesting. I did not even realise Siemens were contemplating moving out.

Robin Cooper (Head of Regeneration, London Borough of Newham): I am not saying they are but they only have a lease that expires in six years.

Nicky Gavron AM: I did not even realise that. Was there not a hope, as it is opposite ExCeL and there are a lot of green industries and all sorts of tech exhibitions in ExCeL, there somehow would be synergy and green clean-tech industries would grow around there?

Robin Cooper (Head of Regeneration, London Borough of Newham): There are two things. One is that the Royal Docks is right to look at the possibility that Siemens may move out. They have not said that so I am surmising. I think it is right to have a plan B. If they do stay there, do they still want, for instance, the exhibition space they have downstairs. It is well used but probably not as well used as it could be, visitor numbers are not great. Therefore, can we use that exhibition space? Even they stay there, can we use that for more of a community use and some of the things I was describing? It is right to have a plan B for if they do move and also, if they stay, for what we can do with that exhibition space in particular.

Nicky Gavron AM: Therefore we have given up on a 'green cluster' around there?

Robin Cooper (Head of Regeneration, London Borough of Newham): I do not know if the Royal Docks have had more conversations on that.

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): I do not think we have given up on that. It goes to a wider point of the reason why the Royal Docks does not get as many visitors as it could. It is about its identity and how it is promoted. As Jane and Robin have said, there are some smaller projects and specific interventions that we can do but there is a broader picture about how we promote the Royal Docks. What kind of brand does it have internationally, locally and for the rest of London? There is a narrative about the history and the legacy of the industrial past that needs to be told more comprehensively and the interpretation of that needs to be more appropriate. It is more than just saying, "We will do some bits and pieces". Those bits and pieces are important but there needs to be an overarching narrative.

Nicky Gavron AM: I see what you are saying. However, I do not see it as either/or.

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): I agree but it needs to be looked at as a comprehensive picture. That is what we want to try to do through the Delivery Plan, to look at how we draw it all together.

Dr Onkar Sahota AM: David, this is to look at the business rates for the Enterprise Zone. You are hoping to raise £380 million over ten to 15 years. What risks are there that this may not happen and we will not raise our money? Are there any risks to trying to get this money through business rates?

David Lunts (Interim Head of Paid Service and Executive Director – Housing and Land, GLA): There are always risks, obviously, because no one quite knows what it is going to happen in the wider world and whether there are going to be obstacles along the way in terms of bringing forward the projects we have been talking about and some of the others that sit behind those. What we have done is a lot of work to model different scenarios for business rate revenues over the period of the Enterprise Zone. At the high end, if everything comes off and we look at the most optimistic scenario, then we will not have any trouble making £380 million and in fact we will be much closer to £1 billion. However, clearly one needs to include some ‘optimism bias’, as they say. I think £380 million is a prudent point between an incredibly pessimistic scenario – basically nothing happens beyond the business that is currently there, which I think would generate circa £200 million – and the very high end and most optimistic scenario that is just shy of £1 billion. It is an extremely prudent and deliverable assumption.

Dr Onkar Sahota AM: How are London & Partners helping to bring the Royal Docks to the attention of the international community? Is it involved in this and, if so, how?

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): We have a very good relationship with London & Partners. We have someone from their team seconded in to us at the moment to help us build that kind of international promotion of the Royal Docks. We are very closely aligned with them. They have done a lot with our work in visiting China with ABP as well. We work very closely with them on how we promote the Docks.

Dr Onkar Sahota AM: Thank you.

Shaun Bailey AM (Chairman): I am going to take our last question. What concerns do the local community have about all this regeneration activity going on around them? How are you listening to the local community? What groups are the most challenging to hear from and what are you doing to reach out to those groups?

Jane Sherwood (Interim Director of Regeneration and Planning, London Borough of Newham): As with most communities where there is likely to be major change, there is a wide variety of different views. They range from significant concerns that they are going to be excluded to high levels of excitement and great levels of enthusiasm about what is going to happen and how they can play a part. There is a wide variety. We, as a local authority, are very concerned to ensure that – as much as we possibly can – we make sure that although this is going to be a new location for London our residents are very engaged in the development of it, feel a part of it and have a chance to participate and shape it. That is not just the people who live around the edges but throughout the borough. We have a new administration that is particularly concerned about this. One of the key priorities is to increase and improve the amount of community engagement and participation in all agendas across the council, with regeneration absolutely one of them.

Shaun Bailey AM (Chairman): How are they going about this specifically? Earlier on we talked about a proper forum for business and business seems to have a large shout in it. What about the community, what is actually happening?

Jane Sherwood (Interim Director of Regeneration and Planning, London Borough of Newham): I am just coming onto that. What we have as the local authority is eight key forum areas across the borough that have a significant number of officers staffing them. There are programmes of events and a multiplicity of ways of engaging with each of those communities. They are usually co-ordinated or have a geographical hub in every area, that might be around a library or a community centre, but that is where they will be based. We have the teams that have been there for many years across the borough, including the North Woolwich area, and those teams are now working with the Royal Docks team on the community engagement that will happen

there to make sure we are working together and are joined up in that regard. Apart from the fact that we need to be joined up, we are also very aware that there is a danger of fatigue among the community when you continually get different people coming to you and asking you what you think about slightly different things. That is very frustrating so we want to make sure we do not lose the positive engagement that there is already and that we try to co-ordinate the engagement. We have a mechanism in place to do that.

Shaun Bailey AM (Chairman): I think a comparison was made earlier on to Canary Wharf, which I think is slightly unkind. Canary Wharf happened at a different time and is a completely different development in scale, shape and history. The Royal Docks has a very particular challenge in that it had its back to the people around it deliberately, it was almost a storeroom funding stream and they did not want anyone peering in. I am traditionally a west Londoner and, quite frankly, I did not even know the Royal Docks existed. I am now an east Londoner and it still is not as big a concern, considering its sheer size, as it should be. However, when you speak to the community there they are worried that its enormity might hold them out. We talked earlier on about the linkages and the like. Therefore, what are we doing specifically to talk to those communities for them to understand that the physical environment will be opened up to them, not only to the local community but London at large?

Jane Sherwood (Interim Director of Regeneration and Planning, London Borough of Newham): We have a multiplicity of meetings and ways of engaging with the community in each of the areas across the borough specifically on those sorts of issues. Over the next year, in particular, we will identify how we are going to talk very specifically about areas around the Enterprise Zone and the particular development of the brand strategy, the marketing and the concept of the Docks. We feel that offers a specific and focused opportunity to engage with local residents about that and to make sure their views are taken into account.

Paul Creed (Head of Development and Placemaking, Royal Docks Delivery Team, GLA): It is probably worth saying that in the Royal Docks Team one of the new posts that is proposed on the Delivery Plan is a Community Engagement Manager. The extent of the investment that is proposed through the Delivery Plan requires a dedicated resource to speak to the different communities on different projects and to help structure that. As Jane said, you have a risk of doing it in an uncoordinated way if it is done randomly, so it is to co-ordinate that. There are going to be lots of opportunities for people - and they already are - to make comments about what things they like, what they do not like and what improvements they would like to see. We already shaping our plans to reflect some of that.

Jane Sherwood (Interim Director of Regeneration and Planning, London Borough of Newham): I reiterate that our new administration is very aware that parts of the community feel excluded and not engaged as much as they could be and that is a key priority. The new administration has been in post for about two months so there will be new things happening in Newham over the next year.

David Lunts (Interim Head of Paid Service and Executive Director - Housing and Land, GLA): If I can very quickly add, as Paul says we are introducing a really important new community framework and engagement dimension in the Delivery Plan. One of the very early things we are doing is something called a 'placemaking project', which is about scoping out how some of the key access points in and around the Docks are going to be shaped with some of this new money that we have. The first one of those is looking at Custom House, which is obviously where Crossrail is going to be, and working with the local community to get their input into how that gateway into the Royal Dock site starts to look and feel. It is starting to make this quite real in terms of tangible projects as well as just general commitments to engage people.

Shaun Bailey AM (Chairman): There is a coalition here between the physical, the local community and also the wider community. We have had a conversation and we do not know about the level of social housing and we will come back to that. Some of my colleagues feel it could be higher. Surely the next thing is who are the

new people who are going to be coming in here? How are you going to integrate them into the community? The tension for the local authority is the community want what the community want, but that community is about to grow and change and you will have new locals to deal with. Again, I go back to the fact of how many Londoners realise the Royal Docks is coming as a place to live and a destination to go to? What are we doing about making sure there is a nice change in that community? Who are we expecting to turn up and how?

Jane Sherwood (Interim Director of Regeneration and Planning, London Borough of Newham): You have just made the business case for the whole Delivery Plan. What we are really pleased to be launching over the next 12 months or the next four to five years is that the agreement of the Delivery Plan allows us to push forward on all of those issues. The local authority has been very aware for many years of the challenges of regeneration. The regeneration in Newham happens particularly on the edge, from the west corridor and the east. It is basically happening on two sides of a square, if that is how you imagine Newham to be. The majority of our residents live in the rest of Newham. For many years we have been striving to make sure there is integration both ways; that the new communities coming in do not feel like that they just come into the borough, live there and go out in terms of all their leisure and cultural activities but are also included in the community in the rest of Newham as well. The whole approach to engaging with our neighbourhoods is about integrating new communities with our existing residents.

Navin Shah AM (Deputy Chair): We had an interesting presentation for this meeting by Dr Sue Brownill [Reader in Urban Policy and Governance, Oxford Brookes University], who is sitting in the gallery, about the history of the Royal Docklands area and the site and particularly to do with community engagement. It was very interesting. There used to be funding and so on. There was the People's Plan in the 1980s for the area and then in 2014 you had a community alternative proposal to what was being developed by the authorities. In 2016, for example, there was a response to the Opportunity Area framework by an organisation called Royal Docks Community Voice.

The whole issue is - not just in this instance but generally - that the challenge is that of capacity building. If you are really after serious and genuine input you need to have that capacity, which may require funding - may require training and an educational kind of thing - so people can understand what the process is, what the implications are and also how to draw genuinely on the community's aspirations to help develop the projects. Through things like CILs (Community Infrastructure Levy), Section 106 [agreements], or whatever, is there any funding stream that can help the communities to organise better, capacity build, and therefore get more out of that genuine partnership?

Jane Sherwood (Interim Director of Regeneration and Planning, London Borough of Newham): The local authority already funds significant numbers of staff to work in each of our key neighbourhoods, we identify eight throughout the borough. Therefore, there is already that commitment that exists. We absolutely support what you are saying in terms of the importance of ensuring communities are best placed to be able to engage and participate fully, that we cannot just expect that to happen. Some of the funding through the Enterprise Zone that the LEAP has approved will enable some additional bespoke funding about this particular development. What we, as the local authority, are trying to do is add to that. We already have a structure and a mechanism. We want to make sure that the additional funding complements this and does not just happen around it or causes any tensions with it. We are also trying to do that with lots of the other developers who are coming into the borough. We are consulting residents as well to try to help residents engage in a meaningful way.

Shaun Bailey AM (Chairman): That brings us to an end. As a closing statement, the work of the Council to include the community is commendable because regeneration is complicated for the indigenous community, as it were. I would like to make a plea - as someone who comes from a youth work and community- building background - that any work that is done by the Council is about building capacity within that community so

they understand how to challenge big business. Big business has great ways of representing itself and all the professionals. Often communities' efforts are lost because they do not understand how to make an appropriate representation of what they want. Any council, any authority, the GLA or any of us who can be helping communities to do that will be doing a really great thing and will help the bottom line in the end when a community gets what it wants. That is how you create destinations, by having a comfortable community, because then they build something that other communities want to see. That is enough of preaching from me.

Can I take this opportunity, as Chairman, to thank our guests for their attendance for what was a very robust and informative conversation? Thank you very much for your attendance.