

# MINUTES

**Meeting: Royal Docks Enterprise Zone  
Programme Board**

**Date: Wednesday 18 September 2019**

**Time: 10.30 am**

**Place: Room 6.15e, City Hall, The  
Queen's  
Walk, London SE1 2AA**

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**Present:**

**Members:**

Colette O'Shea (Co-Chair)  
Rokhsana Fiaz OBE (Co-Chair)  
Rickardo Hyatt  
James Murray  
Jane Sherwood

**Presenters:**

Chris Paddock, Director, Hatch Regeneris  
Paul Creed, Head of Development and  
Placemaking, GLA

**Officers:**

Daniel Bridge, Royal Docks Programme  
Director, Royal Docks Team  
Debbie Jackson, Interim Executive  
Director Development, Enterprise &  
Environment  
Laura Marshall, Board Officer, LEAP  
Secretariat  
Simon Powell, Assistant Director -  
Strategic Projects and Property, GLA  
Shelim Shakir, Head of Business,  
Governance & Placemaking, GLA  
Jane Sherwood, Head of Economic  
Regeneration, LBN  
Ray Smith, Senior Finance Manager, GLA

## **1 Apologies for Absence and Chair's Announcements (Item 1)**

- 1.1 The Chair welcomed Members and Officers to the meeting.
- 1.2 The Chair explained that David Lunts had taken on the role of Interim Chief Executive at the Old Oak and Park Royal Development Corporation (OPDC), alongside retaining his Executive Director role at the GLA. David was undertaking the interim role for four days per week and, to provide cover during this period, the GLA had appointed Rickardo Hyatt as its Interim Deputy Executive Director for Housing & Land.
- 1.3 With the approval of both Co-Chairs, Rickardo Hyatt would take on David Lunts' membership of the Programme Board for the interim period. This change in membership would be noted by the LEAP Board at its meeting on 26 September.
- 1.4 Members heard that David Lunts would remain very much engaged with his Housing & Land role and would retain an active role in the oversight and delivery of the major development projects.
- 1.5 Members heard that Jane Sherwood would be an interim Member on the Programme Board until London Borough Newham (LBN) had recruited for the Director of Regeneration & Planning, LBN role.
- 1.6 Apologies for absence were received from John Newbigin OBE.

## **2 Declarations of Interests (Item 2)**

- 2.1 There were no declarations of interest.

## **3 Minutes from Previous Meeting (Item 3)**

### **3.1 DECISION:**

**That the minutes of the meeting held on 17 July 2019 be agreed as a correct record.**

## **4 Actions Arising from Previous Meetings (Item 4)**

- 4.1 The Board received a report on actions arising from previous meetings.

### **4.2 DECISION:**

**That the report on actions arising since the previous meeting be noted.**

## 5 Economic Baseline and Economic Purpose (Item 5)

- 5.1 The Board received a paper and PowerPoint presentation<sup>1</sup> on the Economic Baseline and Economic Purpose of the Royal Docks Enterprise Zone.
- 5.2 Jane Sherwood introduced the item. Jane highlighted that LBN had produced an Economic Strategy in 2010 and an update was needed due to significant economic changes and a new administration.
- 5.3 Members heard that LBN did not want the Royal Docks Enterprise Zone to be taken in isolation to the rest of LBN. The Head of Economic Development, LBN explained that there had been a shift in strategic direction at LBN and it was focussing its economic development on community wealth building and inclusive growth.
- 5.4 Jane Sherwood emphasised that LBN had already undertaken a lot of work on employment and skills and it was time to see if the systems were fit for purpose, as there was still a problem with in-work poverty in LBN.
- 5.5 The Chair welcomed Chris Paddock, Director of Hatch Regeneris, to the meeting. Chris Paddock highlighted three main aspects to the scope of the work, including a new economic evidence base for the Royal Docks, defining the “economic purpose” of the Royal Docks and signposting and definition of strategic interventions. He summarised the current situation at the Royal Docks, which provided the context for the work completed by Hatch Regeneris.
- 5.6 Members heard that Hatch Regeneris had identified that there was plenty of room for growth, if the growth was targeted correctly. Spatially, the Royal Docks would provide for 6% of all new homes (30,000) and jobs (41,500) across all draft London Plan Opportunity Areas and it was a vital part of the wider Thames Gateway Growth Corridor. Projections predicted a 125% growth in the Royal Docks economy by 2031.
- 5.7 Chris Haddock explained that the Royal Docks needed to find its “place” in London and the “place” approach emphasised assets and anchors instead of sectors. Members heard that there were three “building blocks” of the Royal Docks economy which framed the spatial and thematic aspects of activity, including new economic hubs (focal points for growth and investment), amenity centres (building physical, economic and social connections), and city assets (embedding and maximising local and city value).
- 5.8 Members heard that the Delivery Plan identified four indicative areas for spend: Good Growth Fund (£22 million), Employment and Skills (£4 million), Business Support (c.£10 million), and Workspace (c.£21 million). Chris Paddock explained that Hatch Regeneris felt there was an opportunity to reprofile focus and resources to better reflect the opportunities and challenges identified in the work to date. Chris summarised some of the changes that Hatch Regeneris would make to the

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<sup>1</sup> The PowerPoint is attached at Appendix A (RESTRICTED).

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four indicative areas listed above.

- 5.9 In response to a question from Members, Chris Paddock confirmed that Hatch Regeneris had linked up with Lendlease on connectivity in the Enterprise Zone.
- 5.10 James Murray queried the links between Workspace and Silvertown Quays and whether there were any quick wins that could be delivered sooner rather than later. The Royal Docks Programmer Director, GLA confirmed that there were several projects in the pipeline that the Royal Docks Team wanted to bring forward which could ultimately provide an income stream. Detail on these deliverable projects would be presented to the next Programme Board meeting.
- 5.11 James Murray felt that it was important that the Silvertown Quays work aligned with the main recommendations from Hatch Regeneris. The Royal Docks Programme Director confirmed that conversations around workspace provision at Silvertown Quays and Millennium Mills had taken place with Lendlease.
- 5.12 The Chair asked Hatch Regeneris and the Royal Docks team to be mindful of the local community in developing the strategy, as the Royal Docks had been subject of numerous plans for regeneration over recent years.
- 5.13 The Chair was interested in the Business Support project, workspace provision, and the suggested lack of scope/mandate. Chris Haddock explained that the Olympic Park, particularly around Hackney Wick provided a good example, whereby they had created a job role, where the person networked with different groups in order to understand the needs/challenges these groups were facing, for example if one group needed more workspace, then the person in this job role would know of another group that had excess workspace and they would link the two groups together.
- 5.14 The Chair suggested that the Royal Docks Networking Forum would be an ideal opportunity for groups to network, coordinate and discuss what space they had/need.
- 5.15 The Chair thanked Chris Paddock and Hatch Regeneris for its work to date, adding that she was impressed and energised by the potential that was demonstrated in the paper and the PowerPoint.
- 5.16 The Co-Chair felt that partnerships and education would need to play a key role in the sustainability of the work. The Co-Chair noted that £4 million for the Employment and Skills (Workplace) project may not be sufficient to deliver such a large project but emphasised the opportunities that working in partnership could offer, such as match-funding.
- 5.17 The Interim Executive Director Development, Enterprise & Environment, GLA focussed on the branding of the Good Growth Fund. Members heard that the GLA had worked hard to turn what was a proliferation of numerous funds into one overarching fund that had the potential to be very flexible. The Interim Executive Director explained that the suggestions highlighted in the paper and presentation

could be done within the architecture of the Good Growth Fund and that she was happy to discuss this with Hatch Regeneris further.

**5.18 DECISIONS:**

- a) That the work to date on the economic baseline be noted; and**
- b) That the proposed direction of travel for the Economy theme area be noted.**

**6 Public Realm Update (Item 6)**

- 6.1 The Chair welcomed the Head of Development and Placemaking, Royal Docks Team to the meeting. Members received an update and a PowerPoint<sup>2</sup> on the work to improve the public realm of the Royal Docks, including the preparation of a business case to unlock the c.£100 million, subject to further approval in the Royal Docks EZ Delivery Plan.
- 6.2 The Head of Development and Placemaking, Royal Docks Team explained that a lot of the public realm work would support a lot of the intentions of the Hatch Regeneris work, specifically that the spaces in between the new economic hubs, amenity centres and city assets would need to link them together.
- 6.3 Members heard that the investments proposed would be linked to the development of the main EZ sites and the reactivation of the water of the Royal Docks, as well as supporting the emerging findings of the Economic Purpose (Hatch) and the Cultural Placemaking Strategy (Fluid/CAS).
- 6.4 The Programme Board noted that, following a procurement process, 5<sup>th</sup> Studio had been appointed. 5<sup>th</sup> Studio had completed a baseline assessment and first draft of the strategy. The strategy set out the proposed interventions that would be needed, some of which were already being undertaken by developers and landowners, with other projects requiring investment.
- 6.5 The Board heard that there was a need to appoint detailed design teams for intervention sites that would inform planning, investment decisions and implementation. The draft strategy would be presented to the LBN Design Review Panel, which would be able to challenge aspects of the strategy and provide comments and advice.
- 6.6 The overarching philosophy of 5<sup>th</sup> Studio was in three parts: “Occupy the Docks!” (use the water more and activation of the dock edge), “Transform infrastructure into city,” and “Foster a culture of innovation.”
- 6.7 Members heard that 5<sup>th</sup> Studio had identified five key intervention sites: activating

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<sup>2</sup> The PowerPoint is attached at Appendix B. (PUBLIC)

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the water and the dock edge, Crystal area, North Woolwich Road/Silvertown Way, Royal Albert Dock/Connaught Crossing, and North Woolwich.

- 6.8 The Chair questioned whether there are options for some works to be delivered earlier to support the first Enterprise Zone developments. The Head of Development and Placemaking explained that there were discreet packages that could potentially be decided upon earlier, but the full public realm piece would not be ready until later in 2020. Members noted that the Programme Board had endorsed £4 million Early Works capital investment to address immediate issues with the public realm and support the early phases of development at its the December 2018 Board meeting and, as such, significant public realm work was already taking place.
- 6.9 Rickardo Hyatt was interested in the input from various developers and landowners and the consideration given to potential financial contributions from these developers and landowners. Members heard that the Royal Docks Team had been in discussion with a variety of developers and landowners, specifically about how they were developing their public realm spaces. The Head of Development and Placemaking explained that, in terms on financial contributions from developers and landowners, the Royal Docks Team already had Section 106 contributions for the North Woolwich Road project. The Team was working with Newham Council to consider how it could look for more contributions from other sites moving forward.
- 6.10 The Senior Finance Manager, GLA emphasised that there was a limiting factor on the projection of income which would impact on future development. Members heard that the outcome of the HIF (Housing Infrastructure Fund) bid was due imminently and both the HIF bid and the Cushman and Wakefield assessment would feed into what the Royal Docks Team would bring forward to the next meeting.

**6.11 DECISION:**

**That the update be noted.**

**7 Funding Decisions (Item 7)**

- 7.1 The Board heard that there had been no funding decisions since the last Programme Board meeting.
- 7.2 Members noted that expenditure of £23.3 million had been committed against the delivery plan and £1.69 million had been spent to date. The Board heard that there were plans to spend the rest of the funds by the end of the 2019/20 financial year.

**7.3 DECISION**

**That the update be noted.**

## **8 Events Calendar (Item 8)**

- 8.1 Members noted that there had been a lot more events taking place in the Royal Docks, especially during the “Join the Docks” Festival. The “Join the Docks” Festival lasted four months and involved 27 organisations putting on 150 events across the Royal Docks over the summer.
- 8.2 The Chair praised the Royal Docks Team for all its hard work and that she felt that the Royal Docks’ profile had been raised across LBN.
- 8.3 The Royal Docks Programme Director, GLA confirmed that the Board would receive a report based on the spend vs impact at the next Board meeting. Members heard that there would be more monitoring and evaluation work taking place as the recruitment to the Royal Docks Team was slowly coming to an end. The Programme Director shared that the recruitment had been successful.

### **8.4 DECISION:**

**That the paper be noted.**

## **9 Date of Next Meeting (Item 9)**

- 9.1 The next meeting of the Royal Docks Enterprise Zone Programme Board is scheduled for 11.00am on Wednesday, 27 November 2019 at Royal Docks Boardroom at the Good Hotel, Royal Victoria Dock, Western Gateway, London E16 1FA.

## **10 Any Other Business (Item 10)**

### **A) Reporting to LEAP Board**

- 10.1 Member discussed future reporting to the LEAP Board. The Chair would present a paper to the 26 September meeting and the Programme Director would present a detailed update to the 10 December meeting. A forward look on the Delivery Plan would be presented to the LEAP Board meeting on 11 March 2020.

## **11 Close of Meeting (Item 11)**

- 11.1 The meeting closed at 11.36am.

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**Royal Docks Enterprise Zone Programme Board**  
**Wednesday 18 September 2019**

London SE1 2AA

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# Royal Docks EZ Programme Board

## Public Realm Framework

# Background

- Delivery Plan highlighted the need to invest in the public realm
- In principle financial approval for c£100m
- Impact on development sites and access in and through the area
- Public Realm Framework will set out plans to invest

# Progress to date

- Team appointed led by 5<sup>th</sup> Studio
- Baseline assessment already complete
- Draft Public Realm Framework now under review
- Next steps
  - Appoint detailed design teams for intervention sites
  - 5<sup>th</sup> Studio retain over-arching coordination and design champion role
  - Presentation of the current draft to LBN Design Review Panel

# Key themes

- 5<sup>th</sup> Studio's overarching philosophy is in three parts:
  - “Occupy the Docks!”
  - “Transform infrastructure into city”
  - “Foster a culture of innovation”

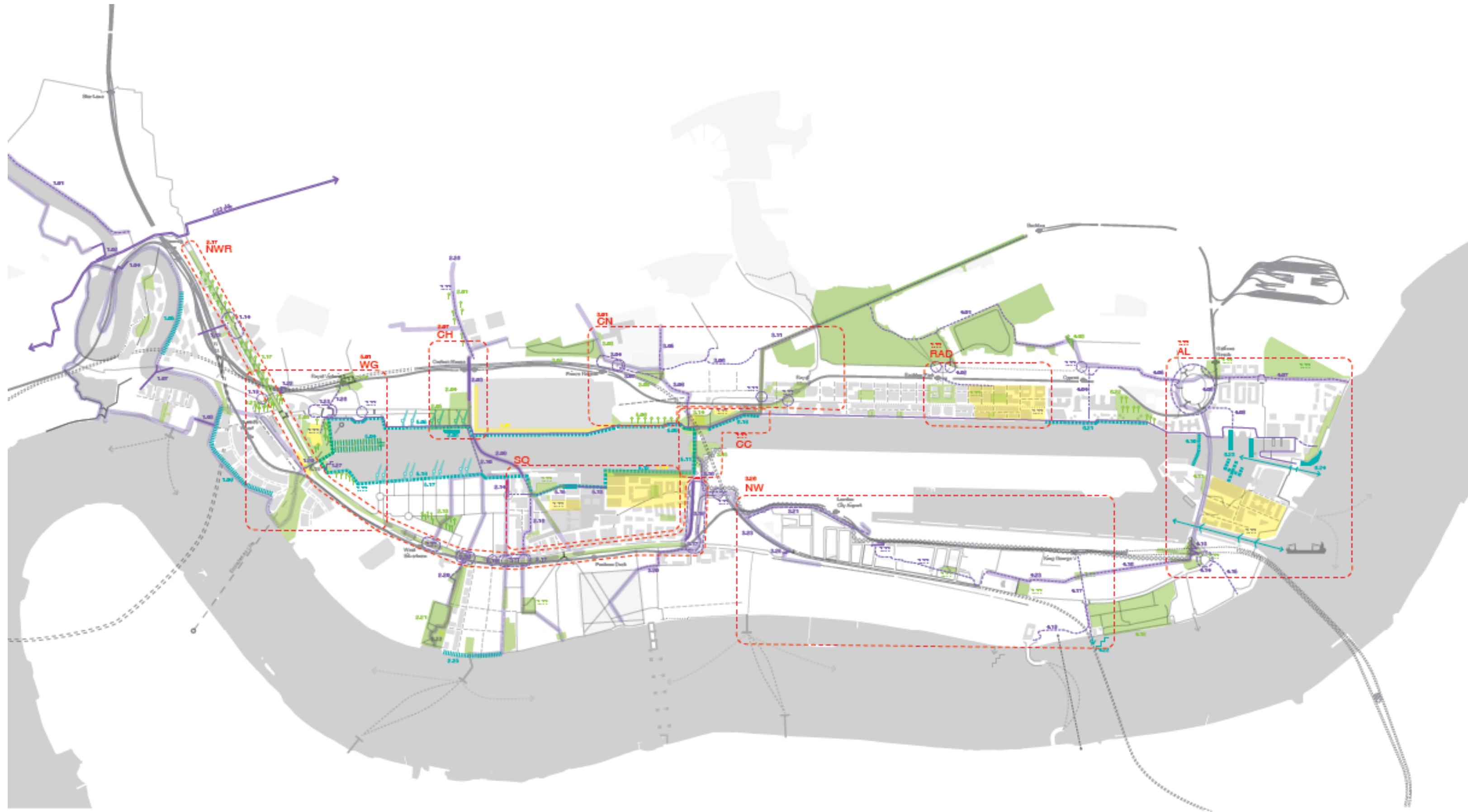
# Proposed interventions

- 5<sup>th</sup> Studio identify intervention sites:
  - 1 – Activating the water and the dock edge
  - 2 – Crystal area
  - 3 – North Woolwich Road/Silvertown Way
  - 4 – Royal Albert Dock/Connaught Crossing
  - 5 – North Woolwich

# Indicative imagery

- Options that will develop and evolve through detailed design and consultation:

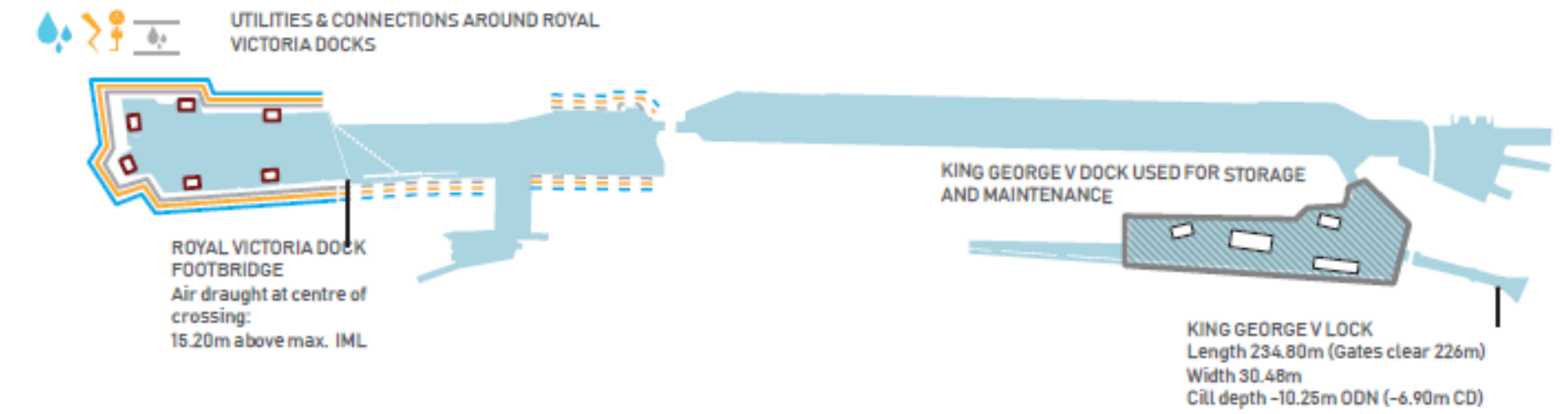
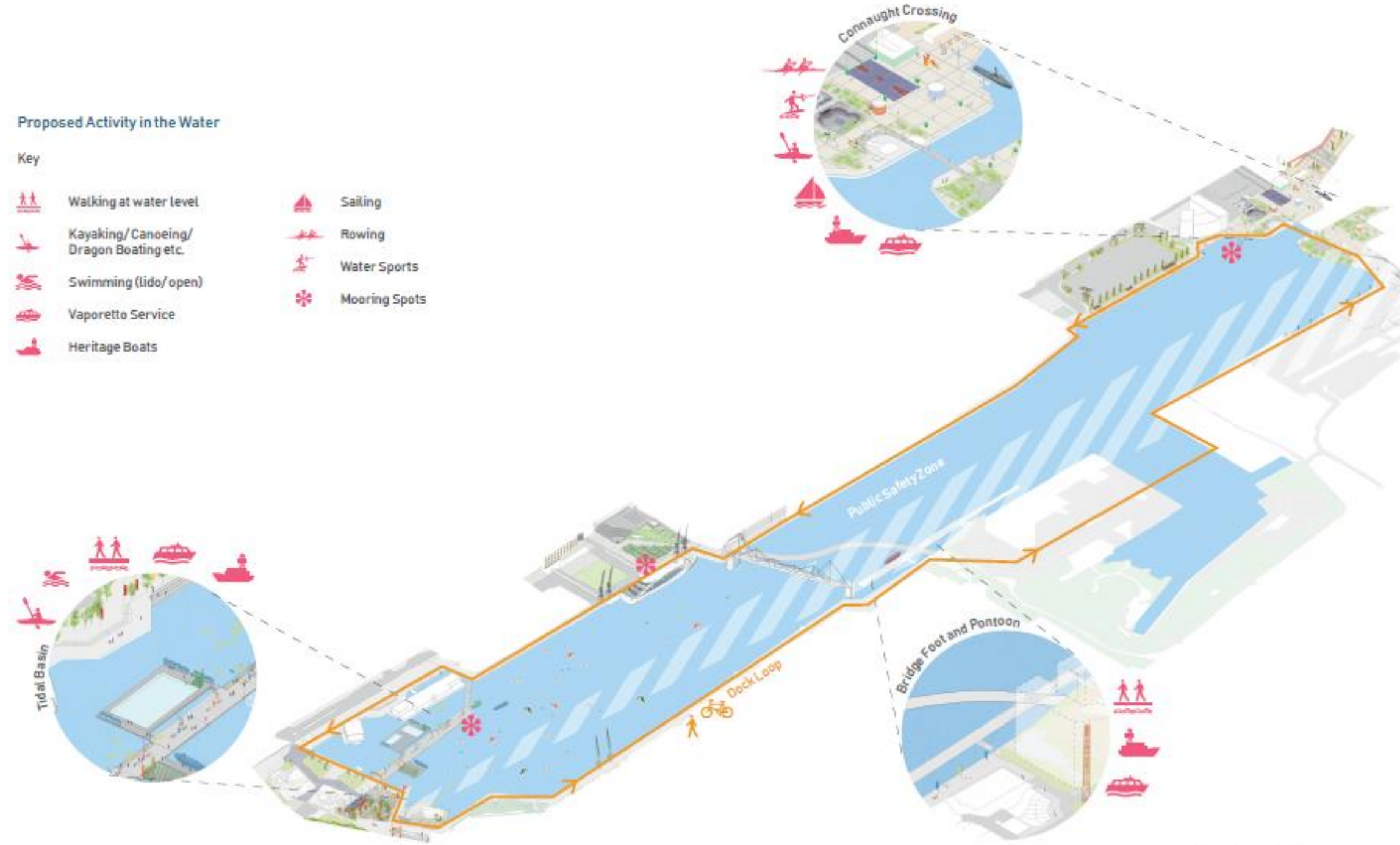




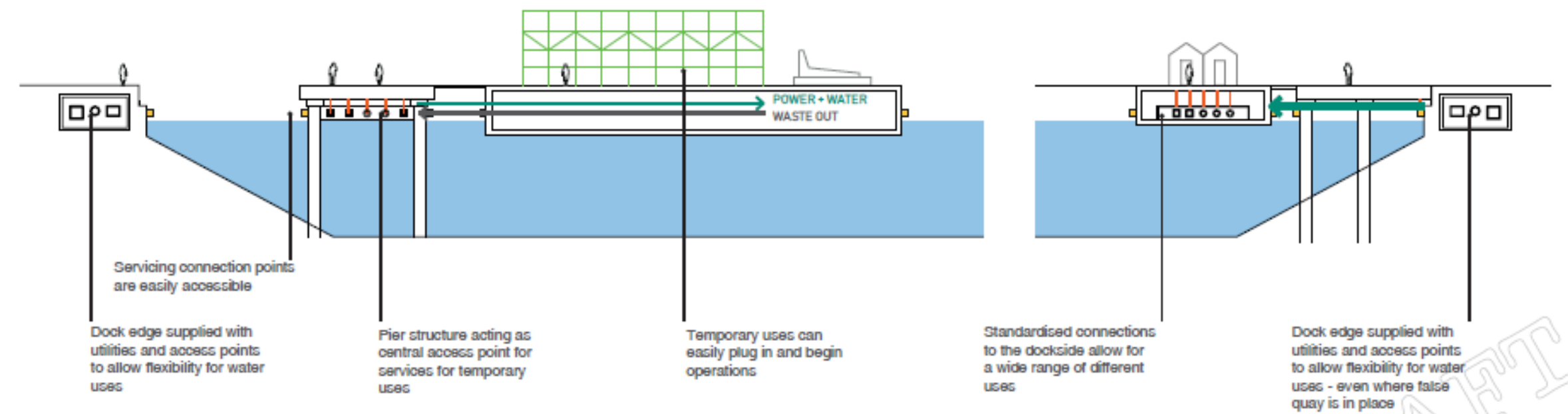
ROYAL DOCKS PLACE STRATEGY  
PROJECT CLUSTERS

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5<sup>th</sup>  
studio



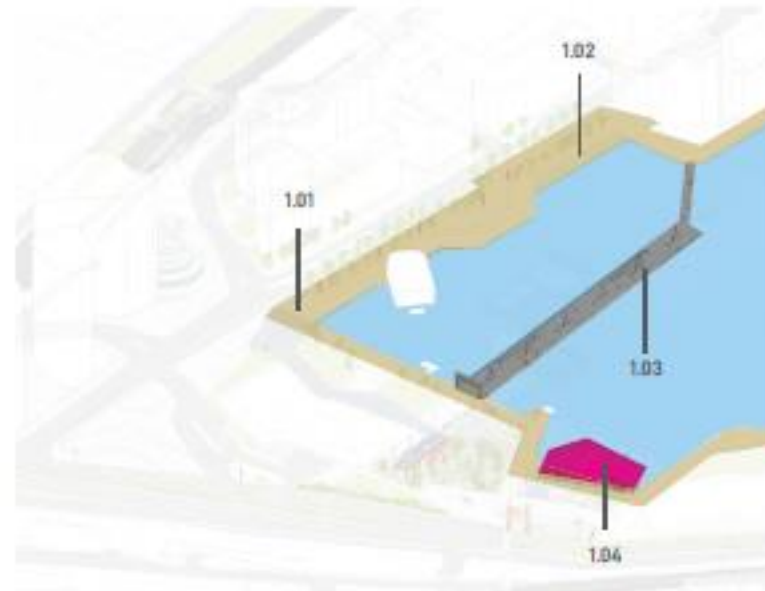
Utilities and Maintenance in the Docks



Indicative Utilities Sections

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YEAR 1



- 1.01 - Re-establishment of public realm along the dock loop: wayfinding, signage, and lighting.
- 1.02 - Creative curation of cultural heritage around Royal Victoria Dock: lighting, painting, and numbering of heritage cranes for instance.
- 1.03 - Installation of permanent, serviced pier structure (GLA provision): The pier will be a public sector investment becoming the springboard for various activities and enterprises. Its modular construction is easily assembled and capable of hosting local community groups, commercial ventures, and third-party events as of day one.
- 1.04 - Conversion of current slipway into a 'Dock Beach' (third-party provision): Increasing capacity for more activities by third parties to inhabit the water edge

- Public sector provision
- Third-party provision
- Highways works
- Re-establishing public realm

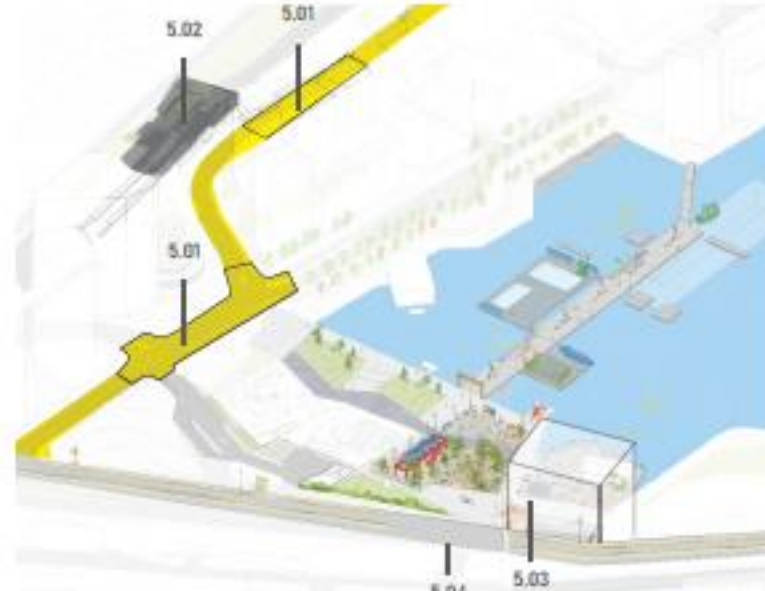
5<sup>th</sup> studio

YEAR 3



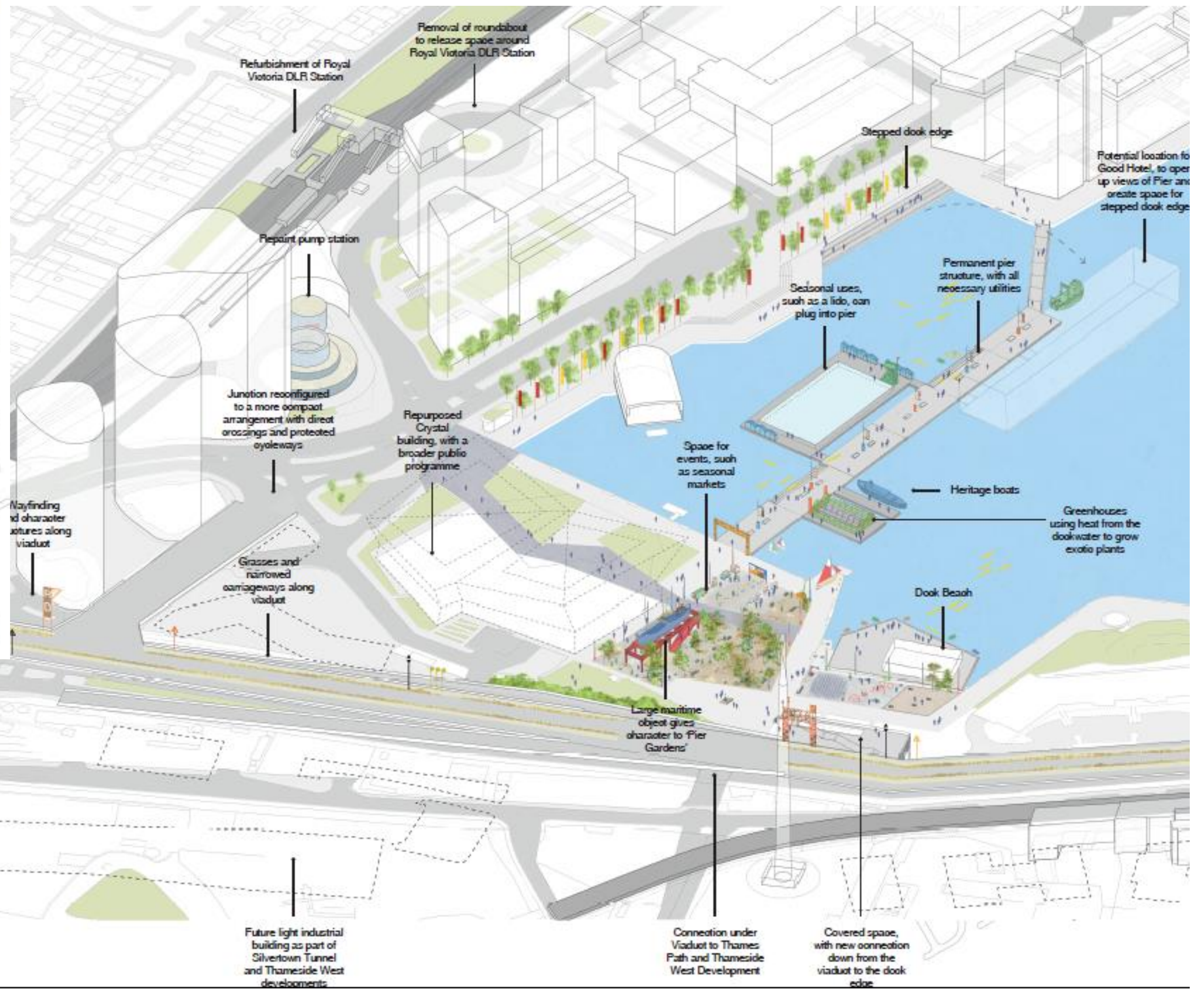
- 3.01 - Establishment of Pier Gardens (public sector provision): Creation of an exciting new waterfront through:
  - Coherent design for wayfinding, signage, lighting, and public furniture
  - Potential design of a pavilion acting as reference to the site's maritime heritage and supporting local identity-making.
- 3.02 - Installation of dock edge steps (public sector provision): Following the reconfiguration of Good Hotel's location within Royal Victoria Dock, steps are designed as a social resting space and viewing point
- 3.03 - Plugging-in of lidoc and floating structures to the central serviced pier structure (third party provision)
- 3.04 - Plugging-in of floating pontoons to cater for temporary activities and events organised by local and national organisations (third party provision)
- 3.05 - Docking of heritage vessels and other boats (third party provision)
- 3.06 - Silvertown viaduct highways and landscape improvements (public sector provision)
- 3.07 - Installation of structure connecting viaduct to the dock edge (public provision): Construction of this structure will be incorporated into the potential new building for Waterfront Studios
- 3.08 - Flyunder project, including potential improvements to underpass

YEAR 5



- 5.01 - Reconfiguration of Western Gateway and Seagull Lane Junctions (public sector provision): Junctions are redesigned to enhance pedestrian and cyclist accessibility
- 5.02 - Refurbishment of Royal Victoria DLR Station (TfL provision): £3.75m will be granted to TfL to fund the detailed design and management of Dooklands Light Railway improvements in 6 key stations, including Royal Victoria. This aims to accommodate the increases in passenger numbers which are expected in the next five years as a result of the developments in the Enterprise Zone.
- 5.03 - Potential construction of Waterfront Studios building
- 5.04 - Connecting Pier Gardens to the new park at Thameside West, and to the Thames

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### 5.3 NORTH WOOLWICH ROAD

#### Delivery and Phasing

The delivery of improvements along North Woolwich Road would happen over several key timetrans. Before the more major works to realign the carriageway, a series of interim 'quick win' measures seek to improve the public realm. Interim routes and crossings would also be possible ahead of the longer term development of sites such as Silvertown Quays.

In order to illustrate the phased delivery of works to North Woolwich Road, the section between West Silvertown and Pontoon Dock DLR Stations is shown in detail here. This strategy extends to the length of North Woolwich Road and Silvertown Viaduct, and is recorded in the appended 'Project Matrix' document.



#### YEAR 1



1.01 - Interim crossings in permanent locations

#### YEAR 3



- 3.01 - Silvertown Quays Phase 1 completed
- 3.02 - Interim crossings in permanent locations
- 3.03 - North Woolwich Road improvement works completed including: road narrowing, improved public realm and planting and new crossings
- 3.04 - Highlighting route down to new pier
- 3.05 - Improving access and wayfinding to Lyle Park
- 3.06 - Activation of slack spaces along North Woolwich Road

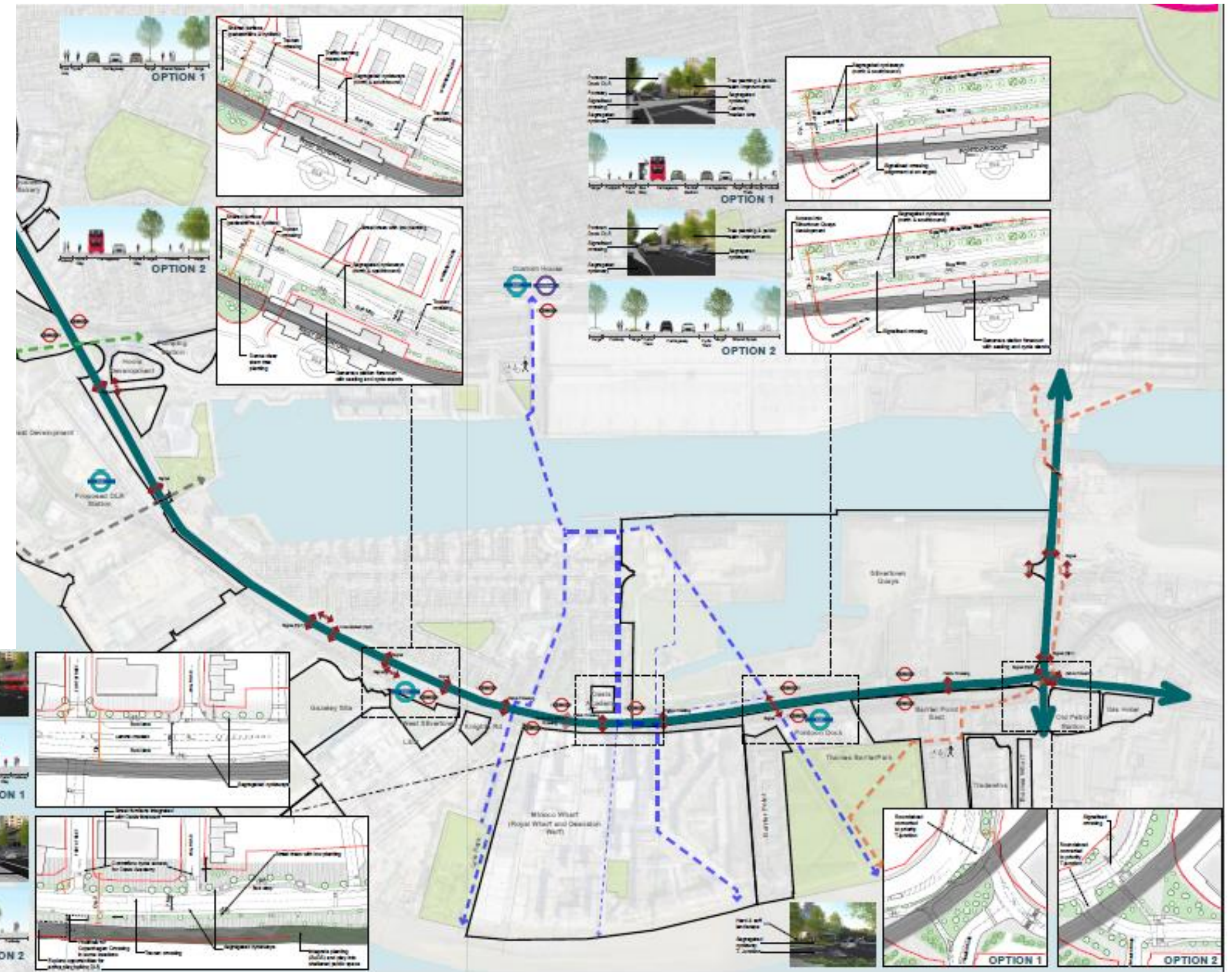
#### YEAR 5

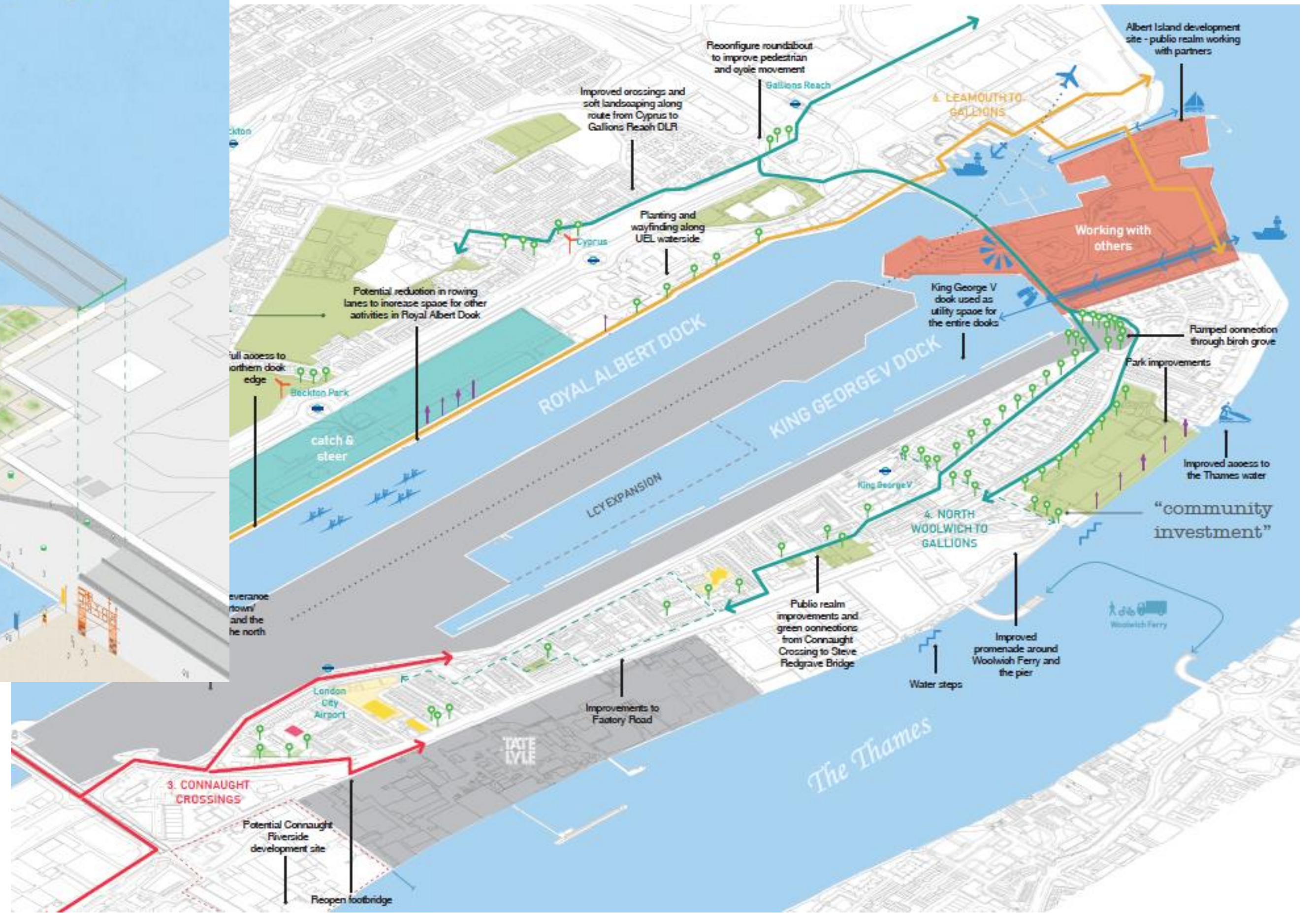
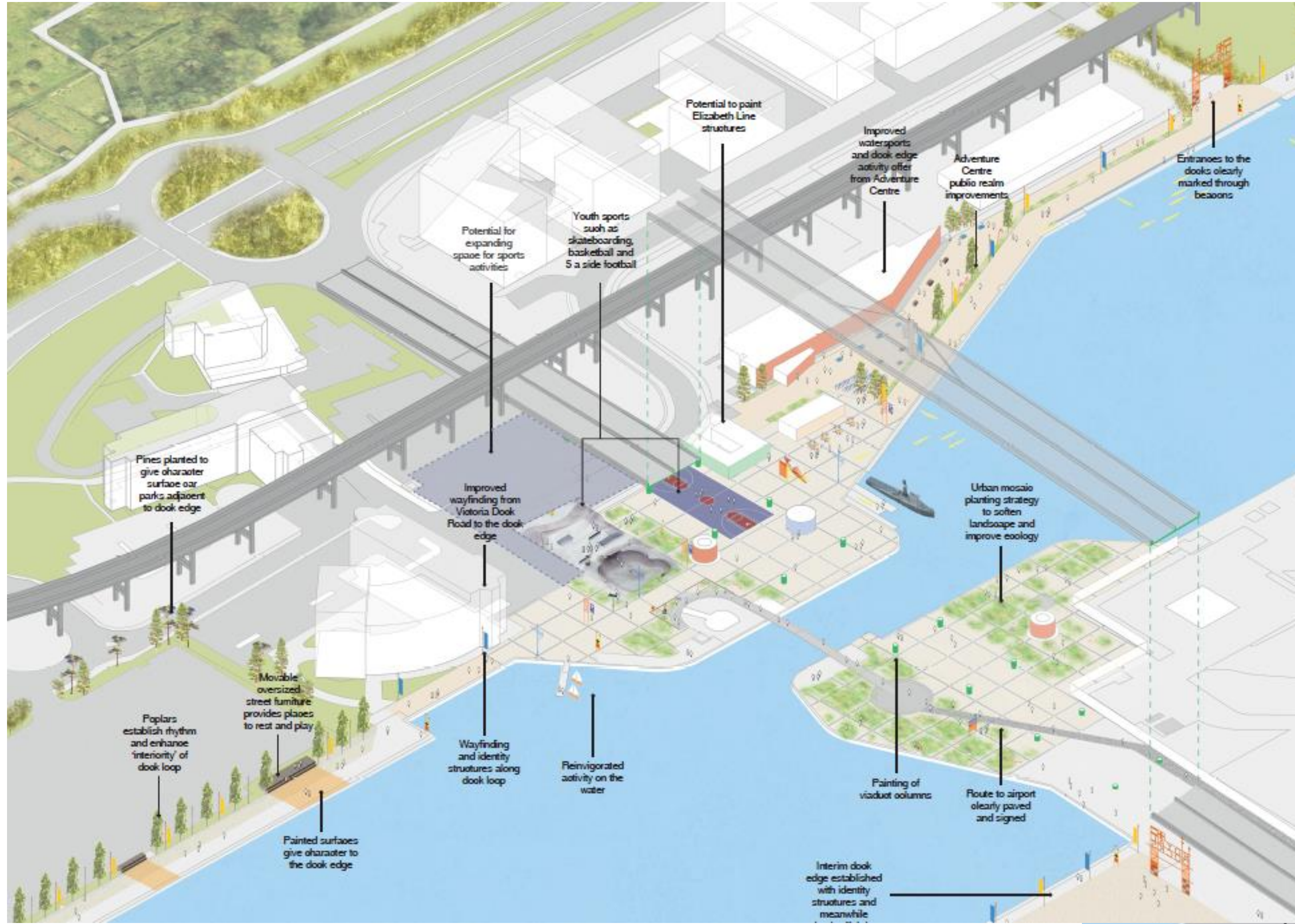


5.01 - Activation of slack spaces along North Woolwich Road continues

- Crossings
- Interim Crossings

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# Royal Docks

**MAYOR OF LONDON**

