

# AGENDA

**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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**Members:**

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

**Attendees:**

Daniel Bridge  
Debbie Jackson  
Simon Powell  
Shelim Shakir  
Ray Smith

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Certificate Number:  
FS 80233

## **1 Apologies for Absence and Chair's Announcements**

## **2 Declarations of Interests**

Members to declare any interests which they have in any of the items set out on the agenda. Unless dispensation has been granted ahead of the meeting, Members may not participate in any matter in which they have a pecuniary interest.

Members are reminded to review their individual register of interests before each Board or Committee meeting, submitting any necessary revisions to the LEAP Secretariat. Even if a meeting has not taken place a Member must, within 28 clear working days of becoming aware of any change to their interests, provide written notification to the LEAP Secretariat of that change.

Member Register of Interest forms are published at [lep.london/about/members](http://lep.london/about/members).

## **3 Minutes from Previous Meeting (Pages 1 - 16)**

## **4 Actions Arising from Previous Meetings (Pages 17 - 20)**

## **5 Economic Baseline and Economic Purpose (Pages 21 - 82)**

## **6 Public Realm Update (Pages 83 - 86)**

## **7 Funding Decisions (Pages 87 - 94)**

## **8 Events Calendar (Pages 95 - 96)**

## **9 Date of Next Meeting**

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**



# MINUTES

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

**Date: Wednesday 17 July 2019**

**Time: 11.00 am**

**Place: The Marketing Suite, 15 Royal  
Albert Quay, London E16 2YR.**

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**Present:**

**Members:**

Colette O'Shea (Co-Chair)  
Rokhsana Fiaz OBE (Co-Chair)  
James Murray  
John Newbigin OBE

**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  
Jane Sherwood, Head of Economic  
Regeneration, LBN  
Ray Smith, Senior Finance Manager, GLA

**Presenters:**

Victoria Hogg, Associate, Development  
and Planning, Cushman and Wakefield  
Nick Lambert, Partner, Development and  
Planning, Cushman and Wakefield



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

- 1.1 The Chair welcomed Members and Officers to the meeting.
- 1.2 Apologies for absence were received from David Lunts and Elaine Elkington. Elaine Elkington had left her role as Interim Director of Regeneration & Planning, LBN. Simon Powell, Assistant Director - Strategic Projects and Property, GLA represented David Lunts. Jane Sherwood, Head of Economic Regeneration, LBN attended the meeting on behalf of Elaine Elkington.

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

*[Post-Meeting Note: Member Rokhsana Fiaz OBE and GLA officers in attendance Daniel Bridge, Royal Docks Programme Director and Simon Powell, Assistant Director - Strategic Projects and Property, were non-executive directors of the Royal Docks Management Authority (RoDMA).*

*A draft Memorandum of Understanding (MoU) between the Royal Docks Team and RoDMA was discussed at Item 8. This was an in-principle discussion about the draft MOU and a decision on the MoU would be made subsequently by the officer authorised to sign the document.]*

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

### **3.1 DECISION:**

**That the minutes of the meeting held on 12 March 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 Enterprise Zone Business Rates Income Review (Item 5)**

- 5.1 The Board received a paper and presentation on the Enterprise Zone (EZ) Business Rates Income Review.
- 5.2 Members heard that the Royal Docks Team had instructed Cushman and Wakefield to carry out a full review of the EZ business rate income forecasts and

update the four existing income scenarios. Daniel Bridge, Royal Docks Programme Director, introduced Victoria Hogg and Nick Lambert from Cushman and Wakefield.

- 5.3 Further consideration in relation to this item is set out in a private version of the minutes.
- 5.4 The Chair thanked Victoria Hogg and Nick Lambert for their work and for attending the meeting.

*[Victoria Hogg and Nick Lambert left the meeting]*

## **6 Objectives and Outcomes Update (Item 6)**

- 6.1 The Board received an update and report on Objectives and Outcomes, as requested at the last Board meeting.
- 6.2 The Board heard that this piece of work would be important for setting strategic objectives, which ultimately would help the Board make decisions with more detail. Daniel Bridge hoped to provide an update on the development of the Monitoring and Evaluation Framework at the next Board meeting.
- 6.3 Debbie Jackson, Interim Executive Director, Development, Enterprise & Environment, GLA was interested in the idea of capturing opinion. She shared that there were numerous online platforms that transparently tracked what was on people's minds on an ongoing basis. These platforms could track what was on people's minds for current and incoming communities.
- 6.4 Members heard that the Royal Docks Team had been in discussion with the University of East London (UEL) with regard to recruiting community members who would work with communities and find out what they were thinking over a long period of time. Members felt that this would still introduce a filter and that a mixture of filtered and unfiltered methods of capturing opinion would be the best approach.

*[James Murray left the meeting]*

- 6.5 Members praised the Royal Docks team and Hatch Regeneris for the paper and appendices.

### **6.6 DECISION:**

**That the Board noted the paper.**

## **7 Meanwhile Uses (Item 7)**

- 7.1 The Board received an update and presentation on Meanwhile Uses in the Royal

Docks Enterprise Zone.

- 7.2 Members heard that meanwhile uses would activate spaces, promote the area, have the potential to provide additional business rate income, and make use of vacant sites.
- 7.3 The Board heard that the Royal Docks Team had identified the sites that were available (through the assessment of phasing plans and discussions with developers), prepared information required for meanwhile uses (utilities and access), commissioned surveys to assess safe site capacity levels and invested through the Early Works project to open up sites (site clearance, safety barriers, utilities).
- 7.4 Daniel Bridge, Royal Docks Programme Director, GLA, provided the Board with a summary of the activities to date that had supported meanwhile uses in and around the Royal Docks, including key sites such as Royal Albert Dock (RAD) and Silvertown Quays. Examples of meanwhile uses ranged from bringing a major new theatre to one of the RAD sites, to the Royal Docks Team finalising a partnership with Lendlease for the meanwhile use of Silvertown Quays.
- 7.5 The Board heard that the Royal Docks team were engaged with other clients and several active conversations and enquiries were being considered for future projects.
- 7.6 The Board congratulated the Royal Docks team on their work with regard to meanwhile spaces.

**7.7 DECISION:**

**That the Board noted the paper.**

## **8 Royal Docks Management Authority (RoDMA) (Item 8)**

*[Post-Meeting Note: Member Rokhsana Fiaz OBE and GLA officers in attendance Daniel Bridge, Royal Docks Programme Director and Simon Powell, Assistant Director - Strategic Projects and Property, were non-executive directors of the Royal Docks Management Authority (RoDMA).*

*A draft Memorandum of Understanding (MoU) between the Royal Docks Team and RoDMA was discussed at Item 8. This was an in-principle discussion about the draft MOU and a decision on the MoU would be made subsequently by the officer authorised to sign the document.]*

- 8.1 The Committee received the paper outlining the draft Memorandum of Understanding (MoU) with RoDMA.

## 8.2 DECISION:

That the draft MoU between the Royal Docks Team and RoDMA be noted in principle, with a decision on the MoU to be made subsequently by the officer signing the document.

## 9 Funding Decisions (Item 9)

9.1 The Board received a report setting out funding decisions made since the previous meeting.

### 9.2 DECISIONS:

That the following funding decisions be noted:

- a) DD2347: Approval of up to £1,997,500 expenditure from the Activation budget to support the Annual Cultural Placemaking & Activation programme for 2019/2020; and
- b) DD2350: Approval of up to £1,450,000 expenditure from the Promotion budget to support the Annual Marketing, Communications and Engagement programme for 2019/2020.

## 10 Quarter 1 Reporting Dashboard (Item 10)

10.1 The Board received a report setting out the Quarter 1 Reporting Dashboard.

### 10.2 DECISION:

That the report be noted.

## 11 Events Calendar (Item 11)

11.1 The Board received a paper on the Events Calendar for July 2019 – November 2019.

### 11.2 DECISION:

That the paper be noted.

## 12 Date of Next Meeting (Item 12)

12.1 The next meeting was confirmed as 11.00am on Tuesday, 10 September 2019 at the Good Hotel, Royal Victoria Dock, Western Gateway, London, E16 1FA.

### **13 Any Other Business (Item 13)**

#### **A) Defence and Security Equipment International Arms Fair**

13.1 A planned protest against the Defence & Security Equipment International (DSEI) Arms Fair had taken place outside the Newham Council Offices prior to the Board meeting. Rokhsana Fiaz OBE had met with protestors and had received a letter from an organisation named Newham Against the Arms Fair, addressed to the Co-Chairs of the Board.

13.2 The DSEI Arms Fair would take place at the ExCeL Exhibition Centre on 10-12 September 2019. The event took place every two years and the DSEI Arms Fair had a 10 year contract with the ExCeL. The contract would end in 2021.

13.3 Members heard that Newham's Full Council had unanimously passed a motion stating its opposition to the DSEI Arms Fair in April 2019. Rokhsana Fiaz OBE would write to the protestors separately in her capacity as the Mayor of Newham. The GLA would take forward a letter on behalf of the Mayor of London.

13.4 The Chair requested that Daniel Bridge, Royal Docks Programme Director liaised with the Mayor of London's Office to arrange for a response to be sent to Newham Against the Arms Fair on behalf of LEAP and the EZ Programme Board. The Co-Chairs would review the letter.

**[Action: Daniel Bridge]**

13.5 The Chair asked that Daniel Bridge shared the contact details of colleagues in the Mayor's Office who would coordinate a response from the Mayor's Office to the Co-Chairs.

**[Action: Daniel Bridge]**

#### **13.6 DECISIONS:**

- a) That the Board note the receipt of the letter from Newham Against the Arms Fair;**
- b) That the Co-Chairs, working with Daniel Bridge, Royal Docks Programme Director, respond to the letter on behalf of the Board; and**
- c) That the GLA would take forward a response to the letter from the Mayor of London.**

### **14 Close of Meeting (Item 14)**

14.1 The meeting closed at 12.24pm.



**Royal Docks Enterprise Zone Programme Board**  
**Wednesday 17 July 2019**

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## Royal Docks Enterprise Zone Programme Board

Date of meeting: **18 September 2019**

Title of report: **Actions Arising from Previous Meetings**

To be presented by: **Laura Marshall, Board Officer**

Cleared by: **Simon Powell, Assistant Director – Strategic Projects and Property, GLA; and  
Jane Sherwood, Head of Economic Development, LBN**

Classification: **Public**

### 1 Executive Summary

1.1 This report updates the Board on actions arising from the previous meeting of the Board.

### 2 Recommendation

2.1 That the update on actions arising from the previous meeting be noted.

### 3 Actions Arising from the Meeting of 17 July 2019

Agenda Item	Action	Status	Owner
13. Any Other Business	That Daniel Bridge liaise with the Mayor's office at City Hall to arrange for a response to be sent to Newham Against the Arms Fair on behalf of LEAP and the EZ Programme Board. The Co-Chairs would review this letter.	A response was issued to Newham.	Daniel Bridge, Royal Docks Programme Director
	That Daniel Bridge share the contact details of colleagues in the Mayor's Office who were coordinating a response from the Mayor's Office to the	Contact details was shared with Co-Chairs PA's.	Daniel Bridge, Royal Docks Programme Director

	Co-Chairs.		
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**4 Financial Comments**

4.1 None directly arising from the recommendations outlined in this report.

**5 Next Steps**

5.1 Outlined elsewhere within this report.

**Appendices:**

None

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## Royal Docks Enterprise Zone Programme Board

Date of meeting: **18 September 2019**

Title of report: **Economic Baseline and Economic Purpose**

To be presented by: **Daniel Bridge, Royal Docks Programme Director**

Cleared by: **Simon Powell, Assistant Director – Strategic Projects and Property, GLA; and  
Jane Sherwood, Head of Economic Development, LBN**

Classification: **Public, with reserved appendices**

### **1 Executive Summary**

- 1.1 This paper provides an update of the team's work to establish an economic baseline, and articulate an economic purpose, for the Royal Docks Enterprise Zone (EZ) area, building on the Economy theme work packages identified in the five-year Royal Docks EZ Delivery Plan.

### **2 Recommendations**

- 2.1 That the EZ Programme Board notes the economic baseline work to date.
- 2.2 That the EZ Programme Board provides comment on the proposed direction of travel for the Economy theme area.

### **3 Introduction and Background**

#### Newham Context

- 3.1 Newham's current Economic Development Strategy was agreed in 2010 and there has been significant development and demographic change in and around the borough since then. Amongst many other developments this has included: Westfield, the Queen Elizabeth Olympic Park and East Village, the redevelopment in Stratford town centre, the Royal Albert Dock, expansion of ExCeL and hospitality facilities at City Airport. The population has increased and is more diverse than ever before and the borough faces an uncertain economic climate considering Brexit and the onset of the fourth industrial revolution.

- 3.2 Work to upskill and support local residents into work has been taking place for many years – particularly since the winning of the Olympic bid in 2005. Much has been achieved in increasing the numbers of residents who are employed, with the gap between the London and Newham average having decreased in recent years. However, poverty as a result of low wages remains a huge issue for local residents and there is still significant challenge here. Residents need support to increase income via higher paid jobs, which usually means jobs requiring higher levels of skills and experience. Consequently, the focus of Newham’s new administration is to drive economic regeneration from within the borough by supporting local residents (and businesses) through adopting a community wealth building approach, reaffirmed through the development of a new Economic Strategy.
- 3.3 The EZ plays a key part in this. However, a whole borough approach is needed to ensure that development in the EZ benefits and includes Newham’s existing residents and businesses as well as bringing forward exciting and innovative development for the whole of London.

#### Royal Docks EZ Context

- 3.4 In June 2018, the EZ Programme Board endorsed and recommended the Delivery Plan for onward LEAP approval. A paper was considered at the LEAP Board on 27 June 2018 for approval of the Delivery Plan and to endorse the overall budget envelope of £314.3m with an initial expenditure approval of £212.5m to fund individual projects.
- 3.5 Within the Delivery Plan, the Economy theme (one of five) allocated c.£57m over a five-year period across four overarching projects of Good Growth (£22m), Employment and Skills (£4m), Business Support (c.£10m) and Workspace (c.£21m). Each was supported by an approved Project Initiation Document (PID) that articulated what, why and when investment was due to happen.
- 3.6 The delivery of this Economy programme has been re-profiled principally to align with the changing political context in Newham (articulated above) which has necessitated a review of priorities, approaches and projects so as to ensure investment is appropriately directed. Hatch (formally Regeneris) is leading this review, with the scope of their commission in the Royal Docks to:
- Establish an economic baseline for the wider Royal Docks area, as well as other neighbourhoods within Newham, that articulates the challenges and opportunities for the various geographies;
  - Articulate an economic purpose for the EZ; and
  - Signpost transformative initiatives that could enable Newham and the Royal Docks Team (RDT) to create significant transformation over the next five years. This included an appraisal of the existing Economy work strand in the Delivery Plan.
- 3.7 Alongside this Royal Docks-specific work, Hatch is also leading the development of the aforementioned Newham Economic Strategy and a separate review of Workplace to inform future iterations of that operation in light of the changing strategic context within the borough. Each of these

workstreams are inherently linked. Further, the borough's Community Wealth Building Strategy is due to be seen formally by Cabinet in early September, and the key recommendations of that will need to be factored into any Docks' specific activity.

- 3.8 As a nuanced direction of travel for the Economy theme emerges, the RDT is also welcoming new resources by way of two Economic Project Managers due to start in early autumn 2019, alongside interim arrangements for an EZ Economic Development Lead. This will enable the interventions emerging from the Hatch study to be actioned quickly.
- 3.9 The Delivery Plan identifies four indicative areas for spend – Good Growth Fund (£22m), Employment & Skills (£4m), Business Support (c.£10m) and Workspace (c.£21m). There has been limited spend of this to date whilst the suitability of these projects and allocations has formed a significant part of the current review, and consequently a key part of this paper. This investment will be supported by access to other funding streams – notably s106 contributions – secured to support the delivery of Newham's job brokerage mechanism.

#### **4 Issues for consideration**

- 4.1 Hatch has provided a detailed evidence base to establish the baseline of the current socio-economic conditions within the wider Royal Docks area. This has fed into emerging findings that begin to establish a blueprint for the economic development of the Royal Docks – based around a clear economic purpose, a philosophy, and a subsequent set of actions that build on the priorities of the existing Delivery Plan.
- 4.2 This workstream is being developed alongside equivalent strategic thinking around Place (public realm interventions) and Cultural Placemaking, overseen by the RDT. The final results of each are inter-related so the emerging findings as presented here will evolve alongside these parallel activities.
- 4.3 Ultimately this Economic work is about providing a robust evidence base to justify the significant investment proposed as part of the original Delivery Plan and identify how the economic ambitions of the EZ will be realised. It also directly informs key actions that move ambitions into delivery from 2020 onwards.

#### Where We Are Now

- 4.4 The Royal Docks is one of London's most distinctive economic locations, with regionally important anchor assets (Nine million combined annual visitors through ExCel and City Airport) located within one of London's fastest growing boroughs (20% population growth since 2013) and sub-regions. There are genuine global connections (both assets and population – 48% of residents born outside of the UK) and evidence of an evolving economic momentum notably through ABP and the Silver Building. All this is set within a genuinely unique identity of the enclosed dock area.

- 4.5 However, the area is punching below its weight economically – it lacks critical mass, key connections, density of activity and a sense of purpose. Productivity is low and historically there is a limited supply of quality office space.
- 4.6 There are also deep embedded socio-economic challenges. Some neighbourhoods remain among the most deprived nationally, there are weaknesses in the local labour market, levels of social and civic participation are relatively low, and cohesion and inclusion are constrained by a transient population (15% change per annum) and physical barriers to movement.

#### Headroom for Growth

- 4.7 There is plenty of room for growth if targeted correctly. Spatially the Royal Docks will provide for 6% of all new homes (30,000) and jobs (41,500) across all draft London Plan Opportunity Areas, and it is a vital part of the Thames Gateway Growth Corridor. Projections are in-effect for a 125% growth in the Royal Docks economy by 2031.
- 4.8 This is set within an evolving (and eastward moving) London economy which has seen rapid growth since 2010 that has reaffirmed its position as a global leader in tech, creative and financial and professional services. Importantly Newham, including significant part of the Docks and its hinterland, continues to supply significant industrial capacity for London.
- 4.9 From a sector perspective there are clear opportunities identified in Creative Production, ICT, Digital and Creative services and in Financial and Business Services. This is due to latent demand across London, the inherent spatial assets of the area and of key regional and national policy priorities.
- 4.10 Identified opportunities however need to be tempered with the challenges of prevailing economic conditions. Notably there is a significant gap between past growth rates and future capacity, with recent local growth skewed by proactive intervention in Stratford. There are noted weaknesses (low quantity and quality) in the local office supply hampered by wider connectivity challenges. And more broadly competition across London is high with many areas having growth ambitions of a similar scale.
- 4.11 Consequently, a balanced approach to growth is needed to support a diverse, resilient and ‘sticky’ economy that is grounded in place, amenity and infrastructure. On this basis, crudely, the opportunities to realise the target of 41,500 new jobs can be broken down into five areas, each of which has a role to play in realising the quantitative targets of the Delivery Plan:
- Demand created by new residential population (c.8,000 in retail, leisure and services);
  - Growth within existing business base (every firm growing by 20% would provide c.7,000 jobs);

- Encouraging enterprise. There were 500 business start-ups last year, with an average size of five after five years...but only a third survive to five years, and many will 'grow' elsewhere.
  - National investment through the continued eastwards movement in London for firms of all sizes, although there is a growth vs displacement discussion.
  - International investment. The average size of investment to the UK is 36 jobs, so 30 investments would lead to c.1,000 jobs.
- 4.12 The emphasis here is not on targeting sectors (in most cases) but rather enabling sectors to self-select by providing the right facilities and infrastructure to encourage all forms of business, as being agile enough to adapt to take advantage of opportunities as they emerge (which may be sectoral in nature).
- 4.13 Further, it is essential to remember to consider how the jobs will be split into jobs displaced from elsewhere, new jobs to be taken by non-Newham residents (and filled immediately) and jobs that are genuinely new for Newham residents. Whilst it is possible to apply HM Green Book compliant assumptions to the profile of jobs, there is scope to work harder to ensure the proportion of new Newham jobs available (and ultimately taken) are higher than one may normally expect. This is a core aspect of an inclusive economy and this has implications explored under the transformational interventions section.

#### Positioning the Docks

- 4.14 The positioning of the Docks needs to be framed within the external factors that influence the scale, speed and nature of growth – at macro global/national level and the regional/sub-regional. Therefore, there needs to be a long-term commitment to content and ethos, as well as retaining agility and flexibility to adapt to changing circumstances.
- 4.15 The Royal Docks needs to find its 'place' in London, considering its competition and synergy across the city and the Thames Estuary. This 'place' approach emphasises assets and anchors instead of sectors – something proven to be successful in comparable localities (e.g. Kings Cross). On this basis there are three 'building blocks' of the economy which frame the spatial and thematic aspects of activity:
- New Economic Hubs at Royal Victoria, Connaught and Excel area, Royal Albert Dock, Albert Island and Silvertown that can be focusses of growth and development as part of balanced approaches to place-shaping and identity. Actions should include developing partnerships, workspace investments, targeted inward investment, place marketing and focussed interventions to increase skills and better ensure local people are skilled to take local opportunities and are empowered to do so.
  - Amenity Centres at Canning Town, Custom House, Beckton and North Woolwich are defined by densely populated communities with prevailing socio-economic challenges. These are key gateway locations (North Woolwich an exception) that link residents with opportunities elsewhere in the Docks and

beyond. Actions should include developing social capital and participation, means of citizen empowerment, support for community business and local direct spatial investments to improve access.

- City Assets of City Airport, ExCel, UEL, Tate & Lyle and (potentially) the Water underpin the identity of the place and its global links. These assets have direct contributions to make in defining the vision and in supporting the building of community wealth.
- 4.16 The response of the EZ to these challenges needs to include the steering and curating of private investment, the proactive targeting of new investment opportunities, a close tailoring of commercial space, supporting business scale-up and growth, maintaining quality and prioritising equality.

#### Purpose and Philosophy

- 4.17 Considering its current position, the headroom for growth and the potential positioning of the Royal Docks the 'place', the Royal Docks Economic Purpose is proposed as:

*“A nationally significant hub of enterprise, employment and culture, recognised as a testbed for social, environmental and technological innovation. Globally fluent and internationally focussed, harnessing the benefits and Newham’s diverse community.”*

- 4.18 This definition takes into account the need for the Royal Docks to create jobs in a distinctive way, recognises the wider need to include environmental and social issues in the making of economic decisions, and captures the potential for the area to be a home for international business and culture.
- 4.19 However, whilst having a 'purpose' is a helpful shorthand to explain a future vision for the Docks, the nature of the place and its assets means defining the approach is perhaps more valuable as a means of guiding what needs to be done. On this basis, the delivery of the Economy theme needs to be grounded in a philosophy that reflects the local circumstances, namely differentiating the Royal Docks globally, be more about Inclusive *Economy* than Inclusive *Growth*, and one that embraces and tracks innovation to provide insight for London. Lessons from elsewhere are a warning that growth can often lead to furthering inequality, and there is a real opportunity within the Docks to try something different.
- 4.20 Focal points need to include:
- Building foundations for long-term participation and local involvement;
  - Innovating and communicating;
  - Better understanding and balancing 'value';
  - Responding to new investor motivations that explicitly includes environmental and social aspects as key criterion of investment decisions;
  - Gathering evidence and insights so as to 'prove the case';

- Enhancing existing assets; and
- Remaining footloose and agile.

### Transformational Interventions

- 4.21 The Delivery Plan identifies four indicative areas for spend – Good Growth Fund (£22m), Employment & Skills (Workplace) (£4m), Business Support (c.£10m) and Workspace (c.£21m).
- 4.22 It is felt that while these four project areas as a steer are generally correct, there is an opportunity to reprofile focus and resources to better reflect the opportunities and challenges identified in the work to date. At a high level, this means:
- Changing project titles and wording to ensure that these better align with the fundamentals of a more dynamic, inclusive and competitive economic area.
  - Re-distributing funding to reflect the importance of workforce and skills projects (Currently titled Workplace Plus), ensuring that the core guiding principles of an inclusive economy that directly benefits Newham residents are accounted for.
  - Better articulating the cross-cutting nature of the projects and how they link together.
- 4.23 ECO 1 – Innovation and Challenge Fund (formerly Good Growth Fund). This workstream should expedite changes in perception and a culture of innovation with the Royal Docks. Recommendations are to split the fund into three distinct areas: (1) a ‘traditional’ GGF approach that seeks projects to meet stated Good Growth priorities; (2) a programme that encourages more genuine innovation from the bottom-up, possibly managed through a suitable external organisation so that the Docks can act as a testbed for new ideas – potentially linked directly to social innovation and community wealth building objectives; and (3) looking at equity investment opportunities so that the public sector can support the types of organisations it feels best contribute to the wider place. Here the EZ is taking on an enabling role to curate the place in line with its ambitions – the measurement and insight developed through this should be considered alongside emerging proposals for monitoring and evaluation.
- 4.24 ECO 2 – Inclusive Workforce and Progression (previously Employment and Skills). Key recommendations will need to flow from the Newham-wide review of Workplace but are likely to maximise the role of local assets and institutions within a framework that addresses the long-term needs of the market and builds careers opportunities for local people. Currently Workplace is an employment brokerage with some employability support. Aspirations are to extend this to better coordinate work experience, internships and apprenticeships alongside closer links to schools, further and higher education institutions. Through co-curation with young people and major employers, the aspiration is to provide a career long continuum of intervention, alongside a

genuine incentive (a stronger workforce) for businesses locating to the Royal Docks. The importance of the issue supports the case for additional investment (potentially up to £10m).

4.25 ECO 3 – Competitive Business Environment (previously Business Support).

This is about creating the perception and momentum of the Royal Docks as a business location with recommendations geared around supporting growth (supporting expansion rather than start-ups), exploring wrap-around business support services, support with internationalisation and building a cohort of innovators. This could be articulated as two streams of work:

- Incubating and evolving a cohort of higher growth companies through an annual recruitment to develop the best businesses ideas in London through intensive support.
- Provide a more significant SME inward investment task force, supporting Foreign Owned Enterprises (FOEs) to come to the Royal Docks incentivised through an enhanced aftercare offer.

The look and feel of this investment needs to flow from Newham's emerging position, but the approaches taken will be tailored to address the type and form of businesses identified (service sector, enterprise growth, new enterprise, national investment and international investment).

It should be noted that elements of the business support function will be addressed within ECO1, 2 and 4, responding to key business needs (finance, workforce and space respectively).

4.26 ECO 4 – Workspace Curation. This is about establishing a profile of the Royal Docks as a business location by enabling a distinctive cluster of spaces (likely to involve some acquisitions) which offer companies the opportunity to stay and grow within the Royal Docks. This should involve a broader discussion about the future of the Crystal; opportunities to enable light industrial spaces around Tate and Lyle; leasing subsidies for target businesses (and/or business incubation operations); Opportunities to cross subsidise space for youth enterprise; and resources to promote progression between spaces within the Docks.

4.27 The ECO 4 Workstream offers a good working example, in development, of how to bring together these four projects (and budgets) to steer investment to meet strategic Economy theme aspirations. The EZ is currently actively exploring six opportunities (including Brunel Street Works, Compressor House and new light industrial space at Thameside West) to support/deliver workspace in the Docks area. The directions of this Paper will help steer:

- What this provision may look like – inform which sites to invest in as part of a co-ordinated approach; and
- How it may be done and what levers the public sector can pull to expedite this - be it through direct control, working in partnership, or a scheme that incentivises the 'right' type of provider and tenant.



- 4.28 There is potential for very strong direct links to be made with these opportunities and the evolving ambitions for Workplace and Business Support, with these offers being the link to local opportunities, as well as these being incentives in their own right to attract the original investment. The Innovation and Challenge fund could also be used to incentivise the provider and/or the tenant through encouraging innovative models, or merely operations that have the local community at their heart – either in the residency of their owners, or in the ethos of their operation.
- 4.29 Broadly on the theme of workspace, the Silver Building is an example of Innovation Challenge fund supported investment that is able to successfully and sustainably attract businesses and investment to the Docks area.
- 4.30 An approach to workspace is one strand of an updated programme for interventions that builds on the Delivery Plan and PIDs that is currently in development, and which will be presented at the November Board meeting. This is currently best described as an economic ‘blueprint’ for how the EZ will achieve its ambitions, meet its targets, and does so in a way that is in line with the philosophy and ethos of both London and Newham.
- 4.31 Appendix One offers an area-based starting point for this blueprint by linking area-specific aspirations (function) with possible interventions.

#### Monitoring & Evaluation

- 4.32 There are vital links between this emerging Economic blueprint and the plans for a Monitoring & Evaluation (M&E) framework, as discussed at the July Board. Key points to recognise:
- How impact will be defined and how it will be measured will flow principally from the identified priorities, but also the philosophy through which they are delivered;
  - The need for a broader definition of value that goes beyond economic indicators;
  - Practically the economic recommendations and actions need to be framed within the Delivery Plan’s overarching M&E framework; and
  - The tracking of long-term area change is key to a valuable M&E workstream, and central to the long-term thinking that is a key part of the Royal Docks economic purpose.
- 4.33 As with the parallel strategies (Place and Cultural Placemaking), the economic purpose and priorities will need to align (and vice versa) with the M&E framework as it is developed.

## **5 Equality comments**

- 5.1 Equality impact considerations and mitigations are built into individual projects as they move forward for implementation and procurement. The economic purpose position statements are driven by the strategic positions of both

Newham and the GLA – grounded in principles such as Community Wealth Building and Good Growth.

## **6 Risks arising / mitigation**

- 6.1 The main risk to the Economy programme relates to the limited spend to date. The development of the economic strategy and implementation plan will capture the priorities of the new administration and define and guide the development of the skills, business support, good growth and workspace initiatives going forward. Underspends will be reprofiled across the remaining years of the Delivery Plan.
- 6.2 A risk register is maintained to continuously review programme delivery.

## **7 Financial Comments of the Executive Director Resources**

- 7.1 None directly arising from the recommendations outlined in this report.

## **8 Next steps**

- 8.1 A Blueprint for delivery of the economic ambitions of the EZ will be presented at the November Board, alongside an overarching headline programme. This will be followed by a revised series of PIDs and the progression of early projects.

<b>Activity</b>	<b>Timeline</b>
Blueprint for delivery presented to the Board	November 19
Revise Economy PIDs	On-going
Economic strategy completed	Autumn 19
Initiate projects	April 2020

### **Appendices:**

Appendix A – Economic Function by Geography (RESERVED)

Appendix B – Draft Royal Docks Economic Purpose (August 2019) (RESERVED)

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## **Royal Docks Enterprise Zone Programme Board**

Date of meeting: **18 September 2019**

Title of report: **Public Realm Update**

To be presented by: **Daniel Bridge, Royal Docks Programme Director**

Cleared by: **Simon Powell, Assistant Director – Strategic Projects and Property, GLA; and  
Jane Sherwood, Head of Economic Development, LBN**

Classification: **Public**

### **1 Executive Summary**

- 1.1 This paper provides an update on the work to improve the public realm of the Royal Docks including the preparation of a business case to unlock the c.£100m subject to further approval in the Royal Docks EZ Delivery Plan.

### **2 Recommendation**

- 2.1 That the EZ Programme Board notes the update.

### **3 Introduction and Background**

- 3.1 The Delivery Plan set out the challenges of the public spaces and routes in the Royal Docks. It explained how a history of development and infrastructure around the Royal Docks had failed to properly take account of the need for an efficient network of public spaces and routes. Piecemeal redevelopment and large hoarded sites have made the area difficult to navigate and lacking in the right mix of spaces and routes.
- 3.2 To resolve this the Delivery Plan proposed a major investment in improving connections around the area, linking residential and employment areas and to reconnect the Royal Docks with the rest of Newham. There also needs to be more open spaces, greater use of and access to the water and a public realm capable of accommodating the growth in residents, workers and visitors. Within the overall programme budget envelope of £314m, an initial expenditure of £212.5m was approved and around c.£100m was reserved subject to a more detailed proposal on the investment, the options assessment and the detailed business case. This is what we are working on.

- 3.3 The EZ Programme Board has approved two areas of investment to date and this paper provides an update on them both:
- £4.4m for improvements to the public realm and to support meanwhile uses and events – these are referred to as Place Early Works.
  - £0.5m for the production of detailed proposals for key interventions in the public realm to support EZ development. This is referred to as the Public Realm Strategy.

## **4 Issues for consideration**

### Place Early Works

- 4.1 This package of investment was approved to enable repairs and improvements to public spaces and to support events and meanwhile activities. The funds were approved for investment up to 31<sup>st</sup> March 2020.
- 4.2 The programme has been allocated as follows:
- Improvements to the area around the Crystal to help facilitate more events and activities, including Join The Docks and Kids Summer Splash.
  - Opening up the path along the northern side of Royal Albert Dock to connect the University of East London and the London Design & Engineering College with the first phase of Royal Albert Dock and LBN's office at Dockside.
  - Investing in safety and access improvements on the Silvertown Quays and Royal Albert Dock sites to support a programme of meanwhile events with Lendlease and ABP.
  - Security and health & safety assessments to allow us to ensure that sites are operating at their maximum but are providing safe spaces for events and activation.
- 4.3 The programme is being managed by Mott MacDonald and has involved consultation with various local stakeholders including development partners Lendlease and ABP. The budget is expected to be fully spent by the end of the financial year.

### Public Realm Strategy

- 4.4 Following a procurement process, 5<sup>th</sup> Studio were appointed at the beginning of the year and have completed their baseline assessment and their first draft of the strategy. The baseline provides an audit position of current issues, challenges and movement patterns. The strategy sets out the proposed interventions that are needed, some of which are being undertaken by developers or landowners, with other projects requiring our investment.
- 4.5 The investments proposed will 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).

4.6 The strategy will then progress into detailed design work in the first half of 2020 on those interventions which require public funding. To do this work the interventions will be separated and professional teams appointed to do the detailed design, engineering drawings and planning consents.

4.7 This detailed work will allow us to put an investment case to the EZ Programme Board, the LEAP Board and the Mayor of London for the allocation of the c.£100m from the Delivery Plan. This decision is likely to be after the May 2020 Mayoral election.

## **5 Equality comments**

5.1 Place Early Works – the improvements proposed will help to improve equal access to the Royal Docks by opening up previously closed routes and sites. Activities and events on those sites will be required to comply with the Equalities Act.

5.2 Public Realm Strategy – the principle of the design work is to increase and broaden access to and enjoyment of the Royal Docks. There will be further consultation on the interventions proposed as well as further detailed design in the new year. This work will be tested to ensure that it is meeting the needs of all parts of society.

## **6 Risks arising / mitigation**

6.1 Early Works – this is a programme of works so there are programme level risks on the timescale for delivery, the link to the timing of events that these works enable and the budget (both under- and over-spend). This is managed by regular contact between Mott MacDonald and the RDT with a member of Motts’ team based in the Crystal one day a week.

6.2 Public Realm Strategy – the main risks relate to the programme of work and the overall budget. Fee costs to date are within budget but the overall capital programme will need to be reviewed as the interventions reach detailed design.

## **7 Financial Comments of the Executive Director Resources**

7.1 None directly arising from the recommendations outlined in this report.

## **8 Next steps**

<b>Activity</b>	<b>Timeline</b>
Place Early Works - implementation	On-going
Place Early Works – completion and budget spent	March 20
Public Realm Strategy – baseline	Complete

Public Realm Strategy – draft Strategy	September 19
Public Realm Strategy – procurement of detailed design teams	December 19

**Appendices:**

None



## **Royal Docks Enterprise Zone Programme Board**

Date of meeting: **18 September 2019**

Title of report: **Royal Docks Enterprise Zone Funding Decisions**

To be presented by: **Daniel Bridge, Royal Docks Programme Director**

Cleared by: **Simon Powell, Assistant Director – Strategic Projects and Property, GLA; and  
Jane Sherwood, Head of Economic Development, LBN**

Classification: **Public (with reserved appendix)**

### **1 Executive Summary**

- 1.1 This report outlines Royal Docks Enterprise Zone (EZ) funding decisions made since the inaugural meeting of the EZ Programme Board in May 2017. Going forward, a standing item will be brought to each meeting outlining funding decisions made since the previous meeting.

### **2 Recommendation**

- 2.1 The EZ Programme Board to note that no further funding decisions have been made since the last board meeting.

### **3 Introduction and Background**

- 3.1 As the local enterprise partnership for London, LEAP is responsible for the setting and delivery of the EZ economic priorities and for the allocation of the retained business rate uplift income. All decisions to allocate LEAP funds to specific projects are made in line with the GLA's scheme of delegations. This means that following LEAP consideration, a final decision form is signed by the Mayor or GLA officers as delegated.
- 3.2 For the EZ Programme Board, these include the following decisions when in relation to Royal Docks Enterprise Zone retained business rates:
- Project expenditure over £500,000 and up to £5m;
  - Increase in project expenditure of 5% or more and/or a revised budget over £500,000 and up to £5m; and
  - Value for money decrease through reduction in number of primary outputs/outcomes of 10% or more.

3.3 In addition, as agreed at the 19 September 2017 EZ Programme Board meeting, certain project-level funding decisions can be considered at regular meetings between the Royal Docks Team Programme Director, the Assistant Director – Strategic Projects and Property, GLA, and the Director of Regeneration and Planning, LBN (or their nominee in extenuating circumstances). Decisions made at these meetings are reported to the LEAP Secretariat and reported to each meeting of the Programme Board for noting. These decisions include:

- Project expenditure up to £500,000;
- Increases in project expenditure of less than 5% (only where increased the expenditure can be funded within the overall programme and remains a revised budget less than £500,000); and
- Value for money decrease through reduction in number of primary outputs/outcomes of less than 10%.

#### **4 Issues for consideration**

4.1 A summary of the Royal Docks budget and decisions made to date is attached at reserved Appendix A.

4.2 Decisions made to date are attached at private Appendix A.

#### **5 Equality comments**

5.1 Equality comments are provided on each published decision form.

#### **6 Risks arising / mitigation**

6.1 Project risks are provided on each published decision form.

#### **7 Financial Comments**

7.1 Appendix A sets out financial commitments and progress against both the initial two-year budget and the five-year delivery plan. The surplus income against the initial two-year budget is available to fund delivery plan expenditure. Although expenditure of £23.3 million has been committed against the delivery plan, so far only c£1.69 million has been spent to date, including the c£226,000 in 2018-19 shown in the table in Appendix A.

7.2 The GLA has previously approved funding of £13.7 million from its Strategic Investment Fund (SIF) towards early delivery plan costs. SIF and forecast business rate income will be sufficient to fund projected expenditure in 2019-20 without recourse to GLA borrowing based on current spending commitments.

#### **8 Next steps**

8.1 Next steps are provided on each published decision form.

## **Appendices**

Appendix A – Royal Docks Budget Summary (RESERVED)

### **Background Documents:**

All final decision forms referred to above are published on the GLA website at:  
<https://www.london.gov.uk/about-us/governance-and-spending/good-governance>

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## Royal Docks Events Calendar

Date of Event	Name of Event
<b>SEPTEMBER</b>	
01 September	Isolation/Association exhibition
31 August – 29 September	Doodling the Docks Exhibition
23 August – 30 September	Rivers of the World Exhibition in partnership with Totally Thames
02 – 08 September	Flight Exhibition
06 - 11 September	Vestiges & Bloom
07 September	Guru Dudu Silent Disco Tours
07 September	The Women Circle
12 September	RDLAC Community Open Day
12 September	Wishful Lantern Workshops
14 September	Royal Wharf Community Dock Open Day
14 September	Guru Dudu Silent Disco Tours
14 September	XRISS XROSS Poetry Takeover
14 September	Social Garden Series at the Craftory
14 & 15 September	William Shakespeare's, A Midsummer Night's Dream
17 September	Wishful Lantern Workshops
21 September	Guru Dudu Silent Disco Tours
21 September	London Open House: Millennium Mills
21 September	London Open House: Royal Docks Pumping Station
21 September	Doodling the Docks Workshop
21 September	Wishful Lantern Workshops
22 September	London Open House: Millennium Mills
22 September	Our Docks: local history family fun
22 September	London Open House: Royal Docks Pumping Station
27 - 29 September	Isolation/Association exhibition
28 September	Wishful Lantern Workshops
28 September	Wishful
29 September	Our Docks: Compressor House community history event
<b>OCTOBER &amp; NOVEMBER</b>	
8 October	Homes for Londoners
2 November	Newham Community Firework Display
<b>DECEMBER</b>	
TBC December	Winter Activation Programme – Details TBC

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