

Opportunity at Compressor House

Expression of Interest, 25th March 2022

The Royal Docks Team (RDT, www.royaldocks.london) is seeking a specialist partner(s) to deliver an iconic and unique project in the heart of the Royal Docks, at Compressor House. Supported by significant Levelling Up Funding secured by Newham Council, the RDT wants Compressor House to once again become a vital part of the Royal Docks landscape.

Through spring and summer 2022 the RDT is using its own Good Growth Fund (GGF) to secure a partner(s) who can establish their own vision alongside proving their suitability for the opportunity. The first stage of this process is this Expression of Interest (EOI).



Figure 1 Compressor House

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1. About the Royal Docks and Enterprise Zone

History

London's Royal Docks was once London's gateway to the world, the city's industrial heartland. In 1855, Victoria Dock was opened - creating a Dock that at 13m deep, was bigger and deeper than any other in London, supporting an influx of new ironclad steamships.



Figure 2 Royal Albert Dock

While the water was used for ever expanding ship routes, the land around the newly established Royal Docks were used for factories. In 1852, Samuel Silver's waterproof clothing works opened, and by the 1880's the docks were one of London's biggest bases for cargo.

Longer than Victoria Dock, Albert Dock opened in 1880 and the additional space offered refrigerated warehousing (including Compressor House) and collectively made the site London's largest docks. Inevitably employment opportunities followed, and new settlements were created at Custom House, Silvertown, West Silvertown, Canning Town and North Woolwich (many of which form the basis of the Enterprise Zone today).

In 1921, the third and final dock was opened by King George V. This Dock differed from the other two with a 225-metre-long lock.

The Decline of the Royal Docks

The Royal Docks fell into decline from the 1960s onwards with the creation of containerised cargo and larger ships that were unable to use the Docks. They closed to commercial traffic in 1981. Since then various initiatives have sought to regenerate the area, with London City Airport and the DLR opening in 1987, UEL’s Docklands campus in 1999 and the ExCeL Centre in 2000. More recently Newham Council moved in, and in early 2022 London’s City Hall also moved to the area, relocating from central London.

Royal Docks Enterprise Zone (EZ)

Today the Royal Docks is home to London’s only Enterprise Zone (EZ) - one of 48 in the country. Enterprise Zones are part of the government’s industrial strategy are funded principally by borrowing against future business rate income.

The Royal Docks EZ is overseen by the London Economic Action Partnership (LEAP). Spatially it covers 125 hectares and includes important strategic land owned by the Mayor of London, principally at three major development sites of Royal Albert Dock, Silvertown Quays and Albert Island, in addition to the dock water itself. Current projections are for there to be over 40,000 new jobs and 5m sqft of new commercial space in the zone itself, and similar scaled regeneration in the immediate surrounding area.

The Royal Docks EZ is a partnership between the Mayor of London and Mayor of Newham and delivered by a multi-disciplinary team of over 25 members – the Royal Docks Team (RDT). More details can be found on www.royaldocks.london.

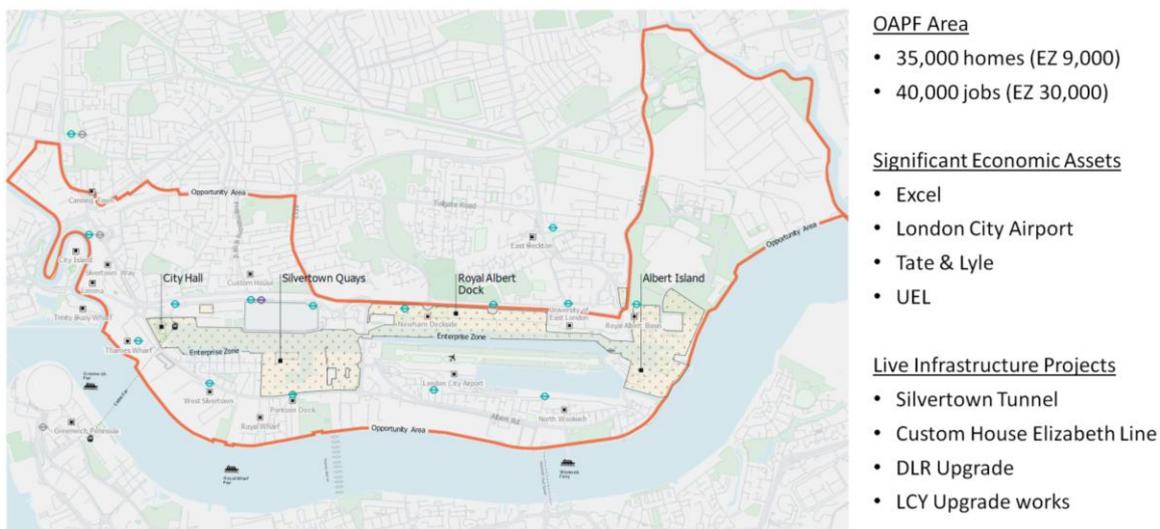


Figure 3 Royal Docks Enterprise Zone and OAPF boundary

2. The Opportunity at Compressor House

Compressor House is located on the northern bank of Royal Albert Dock, directly west of Royal Albert DLR station and in close proximity to Newham Councils offices. To its north is the A1020 and to its south sit ‘the lawns’ green open space with views across the dock water to London City Airport. The building is a 10-minute walk from Custom House Crossrail station.

Levelling Up Funding

Via Newham Council’s successful application to the [Levelling Up Fund](#), £1.725m capital funding has been secured to invest in the building. This was based on a proposal put together on a vision to deliver a re-wilding project in the Royal Docks. Original partners are no longer going to be partner tenants of Compressor House (right project, wrong time), so the RDT is seeking a new partner to deliver on the broad ambitions of Levelling Up.

Our Ambitions

As recipient of Levelling Up Funding, our ambitions for the opportunity are closely aligned with [this agenda](#). However, ambitions also neatly align with Newham Council’s drive to build [community wealth](#) in the borough, and the Mayor of London’ aspiration for [Good Growth](#). The ambitions of the Royal Docks – in this case explained through its own [Good Growth Fund](#) – are also key strategic drivers for the project.

There is no specific defined vision for the project but the project must be aligned with the objectives of Newham Council’s ‘Connections to Opportunity’ [Levelling Up Fund bid](#). This includes addressing [digital inclusion](#) (which can itself be interpreted in different ways) and alignment with [Newham Sparks](#) which is the council’s ambition to become a catalyst – and London’s destination – for innovators and investors in the growing data sector. There are a series of valid focus areas that applicants should consider when developing a vision, as per the table below. *Note this is not an exhaustive list, nor is there an expectation that all of these would form a focus for the project.*

Digital and Urban technology	Young People	Arts, creativity and culture
Digital inclusion (see Newham Sparks for some inspiration)	Community	Sustainability
The data economy	Heritage	Place activation and destination

The RDT is after a partner, or partner(s) who can bring their own vision to this opportunity. This need not be creative or innovative in its own right, but we do wish it to be compelling, and possibly iconic, for the uniqueness of the opportunity and heritage of the building.

The aesthetic nature of the building and its location probably lends itself to a destination venue (i.e. one that people would travel to) because there is currently limited footfall to the site, but this is not a minimum criterion. This would align well with the 15-minute neighbourhood concept which underpinned the Levelling Up application, whereby the use of the building offers significant ‘place’ value to the local area and local community. For similar reasons the ‘openness’ of the building’s internal setup is a valuable feature to be retained. It’s also considered likely (but by no means necessary) that there may need to be a

Food & Beverage/events offer as part of any business plan, with an aspiration to support broad place-based activation.

We are seeking a partner who has the capability to pay a commercial rent as part of a leasehold arrangement, and consequently needs to be able to generate revenue from the building in some form via activities, external funding or sponsorship. We are also open to partnerships showing interest, where there is more than one organisation involved and the 'project' reflects the activities of the members – sharing both the space and the associated costs. We are also open to receiving EOIs from organisations interested in being involved, but do not yet have partnerships ready-formed. It is hoped that the EOI process may offer match-making opportunities in such circumstances.

It is a requirement of the Levelling Up Fund that there is £563,000 of local match funding provided. The working assumption is that this needs to be capital funding directly related to the building (capital works) or its fit out (e.g. equipment). There is an expectation that the preferred tenant partner(s) will be able to provide all of this contribution. Should there be a deficit the GGF process can unlock contributions from the EZ.

Community Wealth Building is at the heart of the Levelling Up Fund proposals and woven into the GGF, and the EZ programme more broadly. Community and stakeholder engagement is a vital part of this. Therefore, successful applicants will be required to demonstrate (fully at the Final Application stage, alluded to at the EOI stage) with whom and how this engagement will happen. The RDT can help signpost to local organisations throughout the process.

The timescales involved (see later section) also mean that we are likely seeking either an existing operation with a proven business plan that can be relatively easily transferred to Compressor House (an established provider), an existing organisation/partnership with a business plan ready (but seeking a building and/or funding) or a partner(s) with proven knowledge, experience and of working within the context of this geography and community.

3. Technical Details

Building overview *current condition*

Compressor House was built in 1914 for cold storage of Royal Docks cargo. The building is of a composite construction with a frame, believed to be either concrete or steel encased in concrete embedded within the external solid loadbearing brickwork elevations. These elevations are broken by tall metal framed windows with secondary glazing. The building has an in-situ cast concrete beam and slab roof deck with a felt overlay over the original asphalt.

The original floor is a concrete ground bearing slab, with some isolated areas of quarry tiles and some areas screeded. This is now concealed below a raised timber floor which comprises timber joists supported on blockwork sleeper walls, with sections of mass concrete infill within the centre of the room. There are a variety of services that run underneath the raised floor, including pipework for the perimeter finned tube radiators and cable trays for sockets and floor boxes.

The building is generally an open single storey ‘hall’ space with a welfare area to the east end with mezzanine level above. The impressive open hall space has a significant ceiling height (8-9m). Original hoists, rails and winching machinery used to move produce internally are retained. The space is approximately 6,200sqft, which increases to 7,100sqft if the current mezzanine space is included.

Externally the building has distinctive red brickwork. There are multiple fire escape doors with stairs down to ground level. These are found to the north, west and east elevations.

The building is locally listed meaning it is of architectural or historic interest but does not meet the strict tests for inclusion on the Statutory List. Nevertheless, Compressor House makes a positive contribution to the local area which should be celebrated and amplified.

Intended condition at the point of partner tenant occupation

The working assumption is that the building will be in a shell and core condition at the point of partner tenant occupation, targeted to be April 2023.

Item	Intended status as of April 2023
Roof	<ul style="list-style-type: none"> A high-quality new roof covering will have been recently completed – of a modern standard and fit for purpose. The roof covering will be replaced in full, including works to the perimeter gutters and renewing flashing to the cornice. A modern roofing system will be used including insulation to meet current Building Regulations standards and appropriate drainage fall gradients incorporated. Downpipes and drainage outlets will be cleared. Note the roof will not be available for public use (additional works would be needed to accommodate active public use).
Floor	It is the intention that a new floor will have been installed. The specification of the new floor will be determined after the EOI once it is known what potential partner tenant requirements may be (feasibility study completed March 18 th , currently under review).
Mezzanine	To be retained.

Item	Intended status as of April 2023
Windows	Wind and watertight condition.
Gas & Heating	<ul style="list-style-type: none"> • There is an existing gas pipe running to the building. • Current gas boilers have been switched off and need to be tested before clarity on status can be provided.
Facilities (Toilets & Kitchen)	<ul style="list-style-type: none"> • Water to building has been drained and turned off due to non-occupation. • Expectation that both kitchen and toilets will need to be updated, and possibly with enlarged capacities (s/t end use requirements).
Wi-Fi and Connectivity	No Wi-Fi access – will need to be arranged by partner tenant. Connections have been made for recent events.
Mechanical and Electrical Systems (M&Es)	<ul style="list-style-type: none"> • The electrical test certificate is to be renewed. Electrical system will be left in safe working condition for future partner tenant(s). • Certification of lighting will be completed within 21-28 days from 16/03/2022. • The current incoming supply cable is sized at 185mm² which is capable of supplying up to 400 amps. The current incoming board is shown as 400 amp 3-phase but the existing supply has been downsized with 250 amp fuses at the head. Should the power requirement for the proposed building use exceed 250A 3- Phase it may be possible, in consultation with the service provider, to increase to 400A 3-phase. • Generally, the small power distribution is via a 32-amp single phase bus bar system under the main raised floor.
Water	Main's connection available. Tenant responsibility for connection and accounts with provider.
Power	Grid power connection available. Tenant should complete their own investigations on specific supply and connectivity required. Tenant to take responsibility for connection and accounts with provider.
Outside Space	<ul style="list-style-type: none"> • Specifically covers the Lawns facing dock water, car parking and encircling grassed area. • Currently (March 2022) not intended to form part of any lease, but could be factored into any visions for the project as they are within GLA control.

Fit Out works

There is a working capital budget of £2,228,000 for the capital build project. Of this £1,725,000 is sourced from Levelling Up Fund, and the remaining £563,000 is to be found locally (partner tenant, with potential for support via RDT GGF).

The capital works are split into two stages – the first is Enabling Works. These have started now and begin with investment into the roof, but are likely to also include the floor and possibly some other capital items. The aim of this is to get the building fit for occupation by April 2023, creating a safe and wind/watertight shell structure available for the Operator Works.

The second stage is the Operator Works. This is funding to turn the building into the specific function of its partner tenant end use. Works will predominantly focus on internal works, installation of specialist equipment, interior finishes & fittings, improvements to facilities, external landscaping, services etc. There are two working assumptions:

- Given the current value of the Enabling Works are currently unclear, so the value of the Operator Works is equally so. For the purposes of this EOI applicants should assume a budget of at least £1.5m (inclusive of match) is available for Operator Works, inclusive of all fees and contingencies.
- The default RDT position is that we would prefer the Operator Works to be delivered and managed entirely by the partner tenant. However, we are open to this being led by the RDT (accepting it may take longer and cost more).

Recent usage

Albeit not currently active, the building has been used most recently as a multifunctional space that can accommodate concerts, music gigs & events; performance; conferences, business events, workshops; parties, wedding receptions; and exhibitions. Should interested parties be proposing a use in the cultural and creative sector, then due regard should be paid to the [EZ's Cultural and Placemaking Strategy](#) which sets the ambition for the Royal Docks to become the cultural engine for London. Capacities depend on the nature of the activity and the level of infrastructure such as staging, facilities etc, although estimated capacities would be:

- **Standing:** 350 to 500
- **Seated at tables:** 150 – 200
- **Seated as audience:** 300 – 350

Planning app [2/00933/FUL](#) sought temporary change of use from B1 (Office) to Public Exhibition Space for an 8 week period in May 2012. The operator will need to apply for and satisfy all necessary planning consents and change of use requirements.

Aerial Shot of Compressor House and Dockside Lawns



Figure 4 – Aerial shot of Compressor House and Dockside Lawns

Legal and financial

The GLA is freeholder of Compressor House. The intention is for there to be a commercial Full Repairing and Insuring (FRI) lease arrangement between the GLA and a single partner tenant (even if there are sub-arrangements within a partnership). The full details of any lease will form part of future discussions with preferred partners.

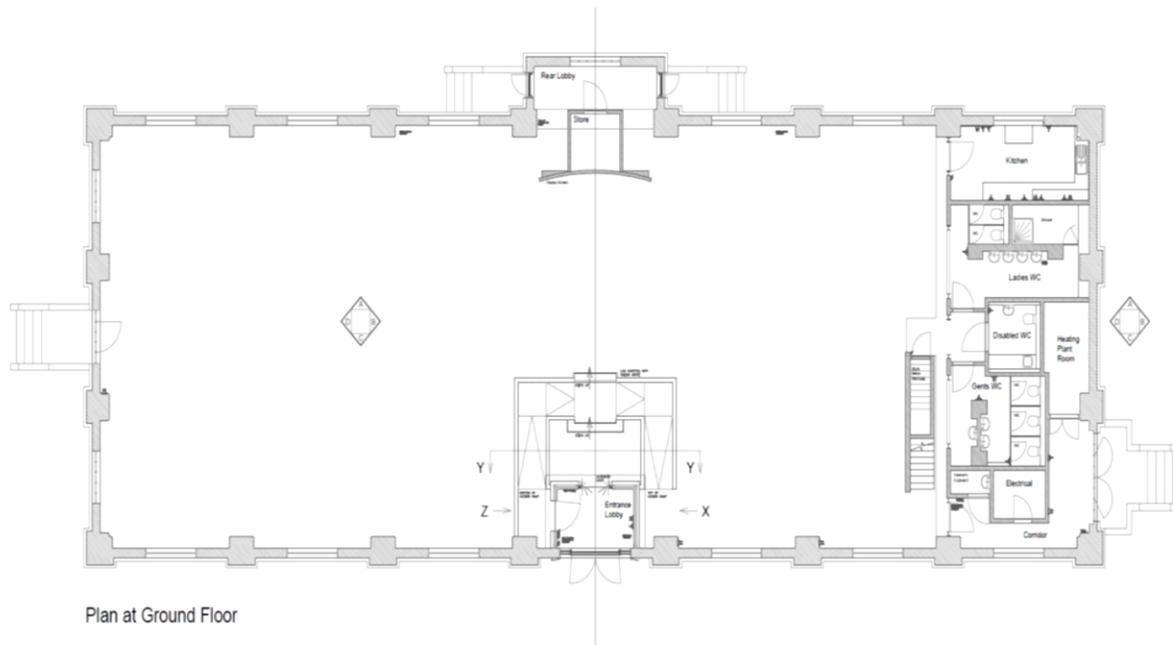
There is a commercial rent associated with Compressor House, the value for which is currently under review. For the purposes of this EOI, this should be taken as of £50,000 pa. The RDT is also willing to discuss this in light of proposals received and the outcomes that can be gained from the project.

Officially the site remains part of a future phase of the redevelopment of Royal Albert Dock (RAD). The RDT is aware of the challenges of insecure tenancy so applicants should work on the basis that there is a minimum 10-year lease available. Clarity will emerge post-EOI in discussion with preferred potential partner tenants.

The Levelling Up Fund requires a £563,000 local match funding contribution. There is an expectation that the preferred partner(s) will provide all of this contribution. Should there be a deficit the GGF process may be available to unlock contributions from the EZ. The working assumption is that all match funding would need to be Capital spend, and not in-kind. Knowing the ability of potential partners to contribute to this, and what else they could bring (e.g. revenue) is an important consideration to any decisions.

The RDT is aware of the challenges of moving into a new asset so is willing to discuss rent free periods.

Plan at Ground Floor



Interior Images of Compressor House

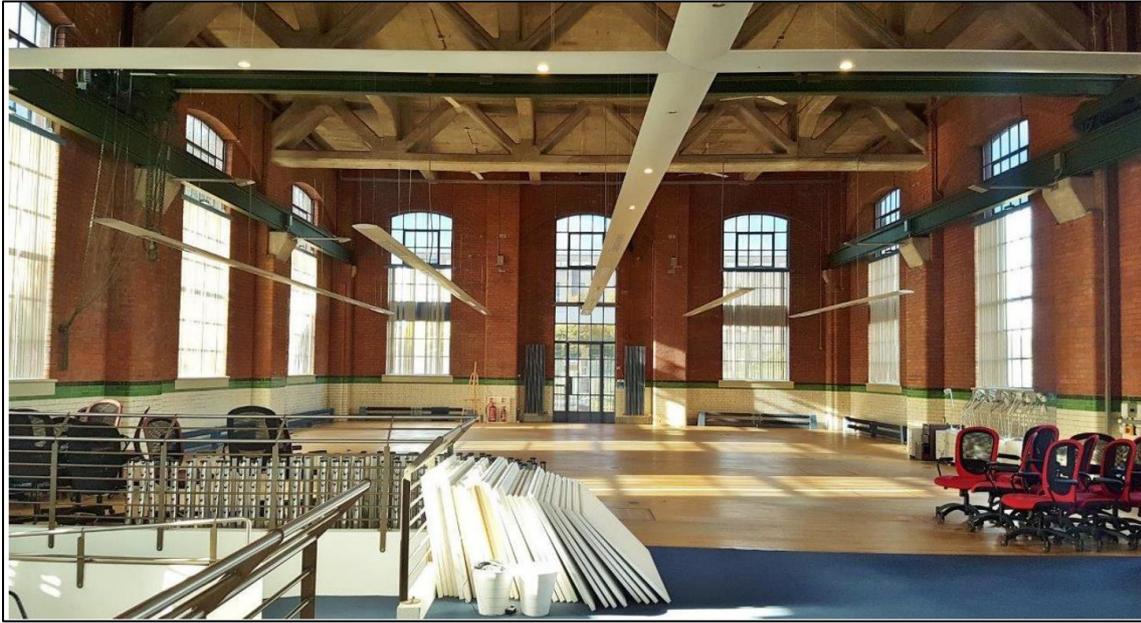
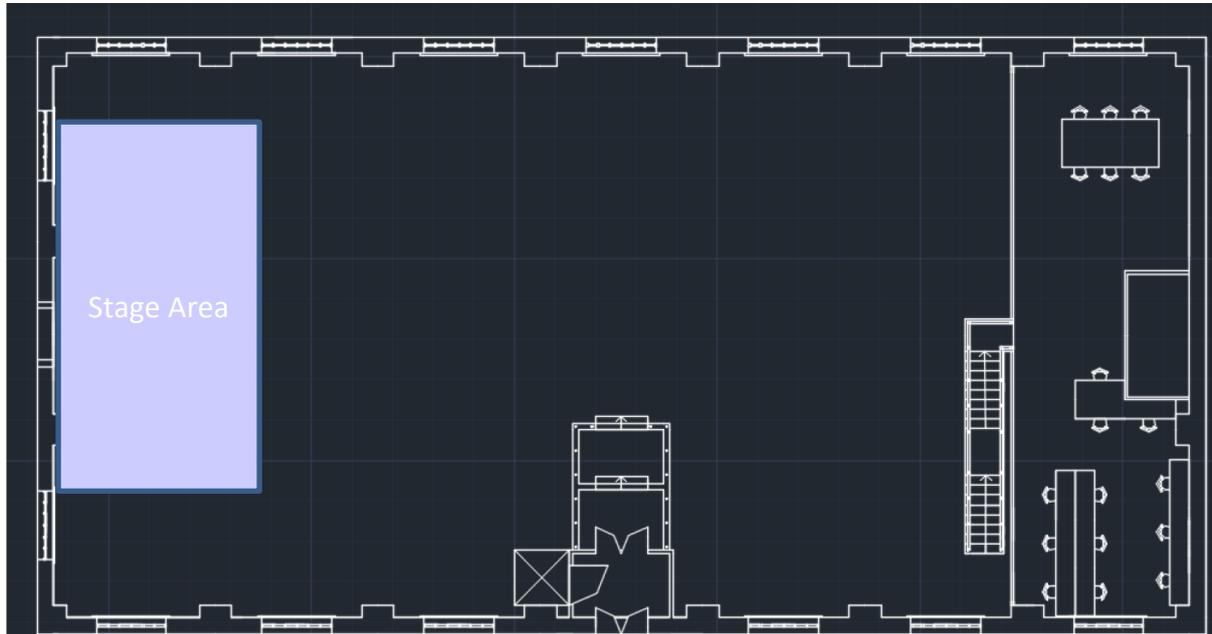


Figure 5 – Compressor House interior images

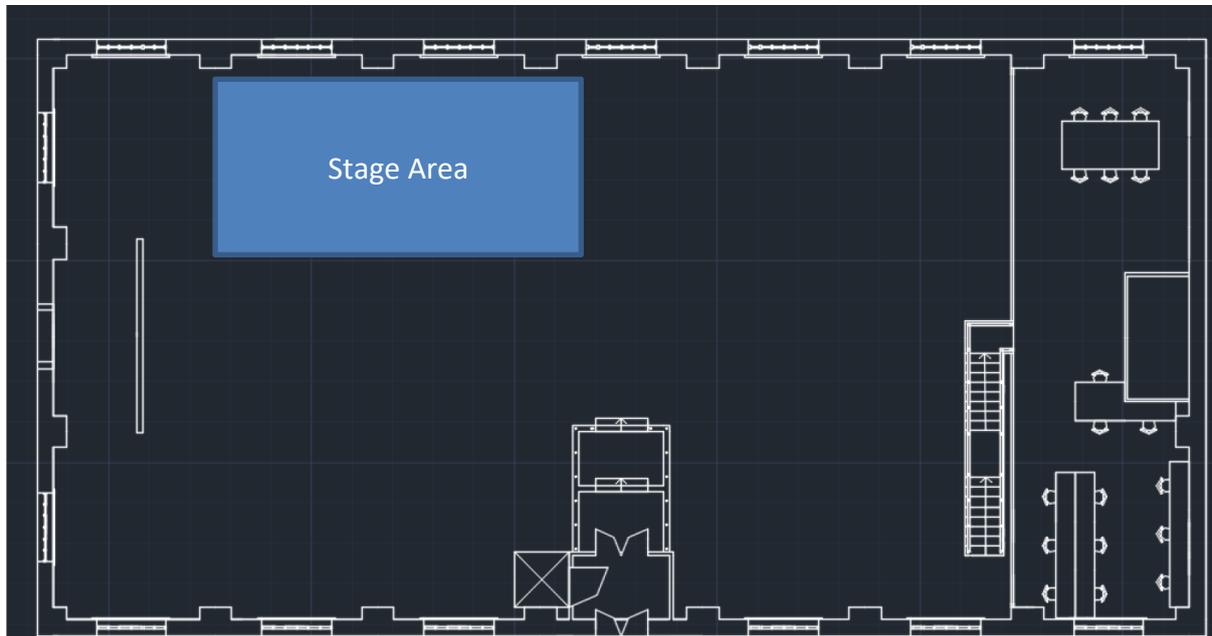
Possible Layout Plans of Compressor House (when in events use)

The following layouts have been taken from the RDT Event Manager Plans.

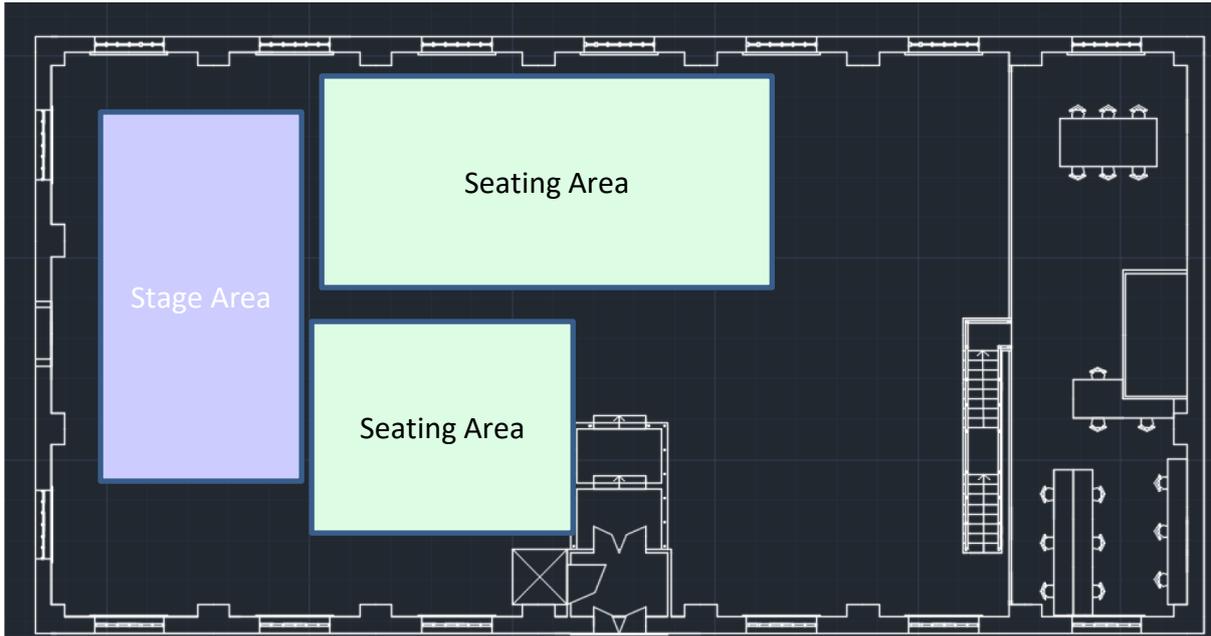
LAYOUT 1 – Standing Concert/ Performance/ Music Gig Events



LAYOUT 2 – Standing Concert/ Performance/ Music Gig Events



LAYOUT 3 -Audience seated concert / Performance / Music Gig Events



LAYOUT 4 – Audience seated concert/ Performance/ Music Gig Events



4. Royal Docks Good Growth Fund (GGF)

About the GGF

The GGF was created to help realise the potential of the Royal Docks as one of London's most important growth locations. It has been designed to support the delivery of a broad and balanced programme of innovative and transformative projects, while delivering on Newham's priority to embed community wealth in the local community.

It is a tried and tested vehicle to deliver an open process to secure best value and high-quality outcomes for the EZ. In this instance it is also a means through which a deficit in match funding can be unlocked.

Delivered through the London Economic Action Partnership (LEAP), the GGF is open to a wide range of organisations including: workspace providers, community groups, social enterprises, small and medium-sized enterprises (existing and new to the Royal Docks' area), larger organisations based within the Royal Docks and organisations that wish to drive and lead innovative regeneration.

The GGF is a Capital fund. Capital Expenditure is defined as money spent on production and/or acquiring of assets that have a useful life greater than 1-year. In practice this relates directly to the build cost of projects, as well as fees that can be capitalised in relation to the build asset.

The cross-cutting themes of Community Wealth Building, Transformation and Innovation are advised to be embraced by the applicants in their prospective EOIs. Applicants are asked to look beyond quantifiable measures to explore new ways of responding to challenges within the area, and London.

Applications need to respond to the three strategic 'good growth' challenges that are important to both Royal Docks and the wider London area. These are as follows:

1. Empowering People
2. Making Better Places
3. Growing Prosperity

GGF process overview

Stage 1 – Expression of Interest (EOI) and Development Stage

The first stage for our applicants is the EOI and Development Stage. This allows for applicants to share their ideas and plans and is designed to help you develop your project, clarify your partners, and assist you in gathering the necessary information to prepare you for the formal application stage. Once you have completed the EOI form it will be considered by the RDT and our partners (as per the guidance below).

If it is deemed to be a viable and worthwhile project, you will then be encouraged to progress to the formal application stage. If not, feedback will be provided accordingly. The assessment criteria are described below.

Stage 2 – Formal Application

Selected potential partners will be invited to work up Full Applications. All applications will be evaluated by officers from the Royal Docks, GLA and Newham Council, supported where required by specialist thematic experts. Each will evaluate applications' suitability for funding by reference to the evaluation criteria and scoring methodology set out in the GGF application and the requirements of the Levelling Up Fund.

For further information please find our detailed Good Growth Fund Prospectus ([GGF Prospectus](#)).

Stage 3 – Getting into Contract

It is expected that there will be two formal contractual agreements between the RDT and the partner tenant – one a Full Repair and Maintain lease, and another a GGF Grant Agreement. Both will make reference to each other, and additional requirements of the Levelling Up Fund.

Royal Docks Good Growth Fund EOI

Interested parties should submit an EOI to the RDT via [ggf@royaldocks.london](mailto:gjf@royaldocks.london). There is no format for the submission other than the indicative word count offered below (guidance, not strict). In responding, interested parties should pay due regard to:

- the three core drivers of the GGF (Empowering People, Making Better Places and Growing Prosperity);
- GGF cross-cutting themes of Community Wealth Building, Transformation and Innovation (as detailed in the GGF prospectus, and explained in more detail in Appendix); and
- the core drivers of Levelling Up (as detailed in the successful Newham application).

EOI responses requested from interested parties

Informational questions

1. Project name, organisation name, current home and history/overview (200 words)
2. Do you wish to be a solo partner tenant, be a lead within a partnership, or be a minor partner to another organisation?
3. What would be your preference in leading, or not, the Operator Works stage?
4. Please describe your likely flooring needs (to inform potential Enabling Works).
5. Please provide the highlights of your financial standing as an organisation to help inform suitability for this opportunity (No financial documentation required for EOI).*
6. Who are your known and potential informal/formal partners?
7. Please describe your expectation of being able to provide the identified match funding contribution.

** Should you be invited to make a stage 2 formal application further information will be required concerning your financial stability.*

Assessed questions

8. Describe your vision – what and why (400 words)

9. How will your project benefit the Royal Docks area, including local communities? (400 words)
10. What are the key challenges and risks *for you* associated with the project (covering both build and operation stages)? (400 words)
11. How will your project respond to the Levelling Up challenge, in particular digital inclusivity? (400 words)

EOI Assessment process

EOIs will be assessed independently by the RDT and representatives from Newham Council. Applicants must respond to the x11 questions requested, paying due regard to the word limit as guidance. All EOIs must provide the information set out at questions (Q)1-7 to be considered further (by reference to questions 8 – 11). Assessed questions (Q8-11, each of equal 25% weighting) will be scored and moderated as follows:

5 - Excellent	Outstanding, exceeds expectations, adds value, full confidence
4 - Good	Good, meets requirements and gives some confidence
3 - Acceptable	A satisfactory response, which meets the basic requirements
2 - Poor	Only some of the requirements met
1 - Very poor	Unsatisfactory response / Info too limited to judge
0 - Unacceptable	No information is provided

NB: An EOI response must achieve, as a minimum a score of 3 – Acceptable in respect of each of Q8-11 in order to be considered for invitation to participate in the stage 2 formal application process.

What would a strong EOI response look like?

Q8 (Vision) – A clear vision, well-articulated, that responds directly to a number of the identified criteria for assessment.

Q9 (Benefits) – A broad range of benefits may be realised, including contributing to place-making (Levelling Up and Digital Inclusion covered at Q11).

Q10 (Challenges & Risks) – An honest response that demonstrates an understanding of what may be required to deliver the project, ultimately to give confidence in the capability to the organisation to be involved.

Q11 (Levelling Up) – A clear, coherent and believable overview of the project’s fit with the Council’s Levelling Up aspirations and funding requirements, in particular digital inclusion.

The EOI is intended to be a light touch application to enable the RDT, to understand the ambition and capability of potential partner tenants and their proposals. We encourage applications from all interested parties even if gaps exist in their ideas at this stage.

Online Briefings and Site visits

The RDT is offering online briefings and site visits to help interested parties understand more about the opportunity and ask questions. Please email gjf@royaldocks.london and megan.hickey@london.gov.uk if you would like a site visit.

Online briefings do not require any pre-registration to join:

- Wednesday 30th April, 4-5
- Friday 1st April, 10-11

- Thursday 7th April, 3-4

Please use this link to join the Online briefing – no need to register.

Microsoft Teams meeting

Join on your computer or mobile app

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[+44 20 3321 5200,666348462#](#) United Kingdom, London

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Indicative timetable

25 th March 2022	GGF EOI process begins
25 th March – 4 th April 2022	Interested parties can send any questions to the RDT via ggf@royaldocks.london .
6 th April 2022	RDT to release responses to all relevant questions (published on website)
22 nd April 2022	Deadline for EOI responses
Early April 2022	Tours of Compressor House, and online briefings – please email ggf@royaldocks.london to confirm intent to attend Site Visit
6 th May	EOI filtered and results communicated to all parties
By end July 2022	Final GGF Applications submitted
September 2022	EZ Board Meeting for ratification of GGF decision
Oct – Dec 2022	Getting into Contract
Target Dec 2022	Major Enabling Works (mainly roof and floor) complete
March 2023	Two-week sustainability festival within Compressor House
1 st April 2023	Compressor House ready for occupation for partner tenant.
March 2024	Deadline for LUF expenditure

5. Key Contacts and Links

Key contacts

Good Growth Fund email – ggf@royaldocks.london

Megan Hickey, Project contact – megan.hickey@london.gov.uk

Matt Davies, Head of Economic Development – matt.davies@royaldocks.london

Andrew McVitty, Senior Development Manager – Andrew.mcvitty@royaldocks.london

Key Links

Royal Docks Website - [Home | Royal Docks](#)

Royal Docks Opportunity - [Opportunity | Royal Docks](#)

Royal Docks Economy Page - [Royal Docks Economy | Royal Docks](#)

Royal Docks Good Growth Fund - [Royal Docks Good Growth Fund | Royal Docks](#)

Levelling Up Fund Prospectus – [Levelling Up Fund: prospectus - GOV.UK \(www.gov.uk\)](#)

[Levelling Up Fund: first round successful bidders - GOV.UK \(www.gov.uk\)](#)

Levelling Up Fund Bids - [Vision Two: Connections to Opportunities – Levelling Up Fund Bids – Newham Council](#)

Newham Council receives LUF news article - [Newham Council receives the highest Levelling Up funding in London | Newham Voices](#)

[Royal Docks Cultural Placemaking Strategy](#)

[Newham Sparks](#)

Appendix 1

Royal Docks Good Growth Fund (GGF) cross-cutting themes

This note offers some guidance to GGF applicants as to how they may seek to embrace and deliver against the two cross-cutting themes of (i) community wealth building (CWB), and (ii) transformation and innovation. Whilst there are a number of hard measures that act as benchmarks for good practice (e.g. the London Living Wage), many of the issues within require a more nuanced subjective response. Further, applicants are asked to look beyond quantifiable measures (whilst not forgetting them) to explore new ways of responding to the challenges.

Funding decisions will take account of local circumstance, the type of project, the nature of the applicant and scale so as to make qualitative judgement as to an applicant's success in addressing these themes. Equally, applicants are encouraged to engage proactively with the GGF team for guidance and support in ensuring that projects are suitably considering these issues.

i. Community Wealth Building

What is CWB?

Community Wealth Building is an approach to economic regeneration that focuses on enabling measures that support communities to create wealth and retain the benefits of economic growth locally. It also places people at the heart of an inclusive economic approach.

Important reading

Newham Council has adopted a CWB Strategy, which articulates what CWB means to the Council. This Strategy should be the primary reference point for applicants in ensuring that their application has CWB running through it. Further, the Council's Inclusive Economy Strategy also gives a broader overview of how the Council envisages the Newham economy developing within CWB principles, with the Royal Docks being an exemplar area to deliver on these ambitions. Finally, the Enterprise Zone is leading, on behalf of the Council, a CWB Business Pledge for local businesses. It is an attempt to inform, empower, support and accredit businesses in Newham who embrace CWB principles in their day-to-day activity. It gives further guidance to GGF applicants as to the breadth of areas that the EZ are seeking to address through the GGF programme.

CWB through the GGF

As reflected in the Prospectus, GGF projects are expected to vary in scale, form and type. Consequently, the application of a CWB approach will vary significantly between them. There is no one size fits all. However, a strong GGF application should respond explicitly, or implicitly, to a range of issues as suggested below, and evidence proposals accordingly. Applications are however encouraged to look beyond these issues and seek more and better means of embracing CWB:

Inclusive economy

- Does my project help promote an inclusive economy? How?
- Does my project promote 'good' growth? How?
- How have I involved local people at all stages of my project development, and how will they be central to its delivery thereafter?

Using purchasing power

- Have I explored and applied all possible ways to help boost the local economy by procuring goods and services from local businesses? This includes seeking quotes and securing services.
- What influence can I have on my supply chain, and what am I committing to with it to ensure that my project is able to increase the scale of its local supply, and to help my suppliers embrace community wealth building principles?

Fair employment in good quality jobs and just labour markets

- Will I be paying my staff/delivery team, and the supply chain a fair and decent wage?
- Am I doing all I can to upskill my staff/delivery team, especially those from the local area and/or young people?
- Am I a London Living Wage employer? If not, how am I working towards this position?
- How am I supporting my supply chain work towards these goals?
- Are my employer practices fair and just?

Linking local health and wealth

- Am I prioritising and maximising local employment opportunities?
- Have I applied all reasonable means of supporting young people and those from disadvantage or vulnerable circumstances into skills, training, or employment opportunities?
- Have I tailored my business plan to understand the local demography, and consequently seek to ensure that (a) my project is suitable for its context, and (b) that I am able to work with local people to deliver a better project?
- Am I using Newham Workplace where relevant and appropriate in recruitment?
- Am I engaging in responsible business practices that contribute to improving the health and wellbeing of the local community, including working directly with local people and groups?

Socially productive use of land and property

- Through the use of land and/or property, does my project make a significant increase in the retention of local wealth, as opposed to either what is happening now, or what would have happened without my intervention?
- Have I minimised the carbon footprint of my project? This could include:
 - minimising energy use;
 - using of sustainable energy sources;
 - reviewing the supplier of my energy;
 - proactively encouraging active travel means and measures;
 - recycling and/or reusing resources; or
 - directly enhancing local biodiversity.

ii. Transformation and Innovation

The Royal Docks aims to become established as a place where innovation is encouraged and transformation is achieved, and as a place which provides learning for policy makers, practitioners, and communities across London and beyond.

What does an innovative GGF project look like?

The GGF looks at innovation through four principle means:

- Piloting new product/services (ideas). Is my product/service either new for the area, or new for the wider market? Do I have a new idea that could transform the local economy or the wider market? Am I facilitating the development of new ideas within my project (e.g. cultivating Green Tech businesses?).
- Taking risks. Am I taking calculated risks that balance the trialling of new ideas alongside delivering actual change? Have I planned to adapt my vision to account for feedback?
- Piloting new methods of delivery. Am I delivering my product/service in new ways that offer a more efficient means of delivery, or one that makes a greater difference to people's lives?
- Something that could have value for wider London. Does my idea offer the potential for wider learning for London? Does my product help position the Royal Docks as a global home for enterprise and innovation?

What does a transformational GGF project look like?

The GGF recognises that 'transformation' can be interpreted in different ways. It also recognises that the scale of transformation should be relative to the project size and form. However, as a minimum, all projects should be seen in some way as being transformational.

- Physical appearance. For example, does my project make a noticeable difference to the greening of the Royal Docks? Does it offer new type or scale of commercial activity, possibly in a new format, that changes the nature of the local economy? Does my project reactivate land left forgotten enough to make a tangible difference to the physical appearance of the Royal Docks? Does my project bring new activity, vitality and footfall to the Royal Docks?
- Identity of place. Does my project significantly change the (positive) public perception – from both within the area and externally – about the Royal Docks? Does it offer a new, or enhanced, identity in line with the ambitions of the EZ?
- Individuals' quality of life. Does my project transform the lives of a relatively small number of individuals in need of support? Does my project make a small but valuable difference to a large cohort of local people? How will my project contribute to reversing trends of deprivation locally?
- Legacy. Will my project leave a legacy of transformation that will sustain beyond the funding profile?