

Royal Docks Good Growth Fund



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MAYOR OF LONDON



Royal Docks Good Growth Fund

July 2020

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1. Overview



The overarching aim of the Royal Docks Good Growth Fund (the Fund) is 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.

Delivered through the London Economic Action Partnership (LEAP), the Fund 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. Applicants must either be based within the Royal Docks, or their activity must demonstrably benefit the Royal Docks area. Individuals cannot apply, and the London Borough of Newham cannot apply directly but can be active partners (financial and otherwise).

We strongly encourage partnership proposals that bring together different agencies and stakeholders, including The London Borough of Newham. Partnerships should coordinate and focus resources to address issues and to seize opportunities in the Royal Docks. Partnerships should also play to the strengths of members, allowing specific elements of an area-based project to be defined and delivered by topic experts. We are especially keen to see partnerships that include local communities and/or local community groups within the delivery programme.

The Fund can provide 50% of the total value of a project. It is the responsibility of the applicant to secure the corresponding match funding required to deliver their project, either from their own resources or from third-party contributions. Applicants should be aware that all available funding is capital². The Royal Docks Team cannot fund any revenue elements of projects and these must be funded via match. In exceptional cases where, in the opinion of the Royal Docks Team, a strong public benefit is demonstrated and where the bidding organisation’s capacity to raise additional funds is limited, we may consider (at our absolute discretion) awards for more than 50% of the project costs.

Royal Docks Good Growth Fund Stages



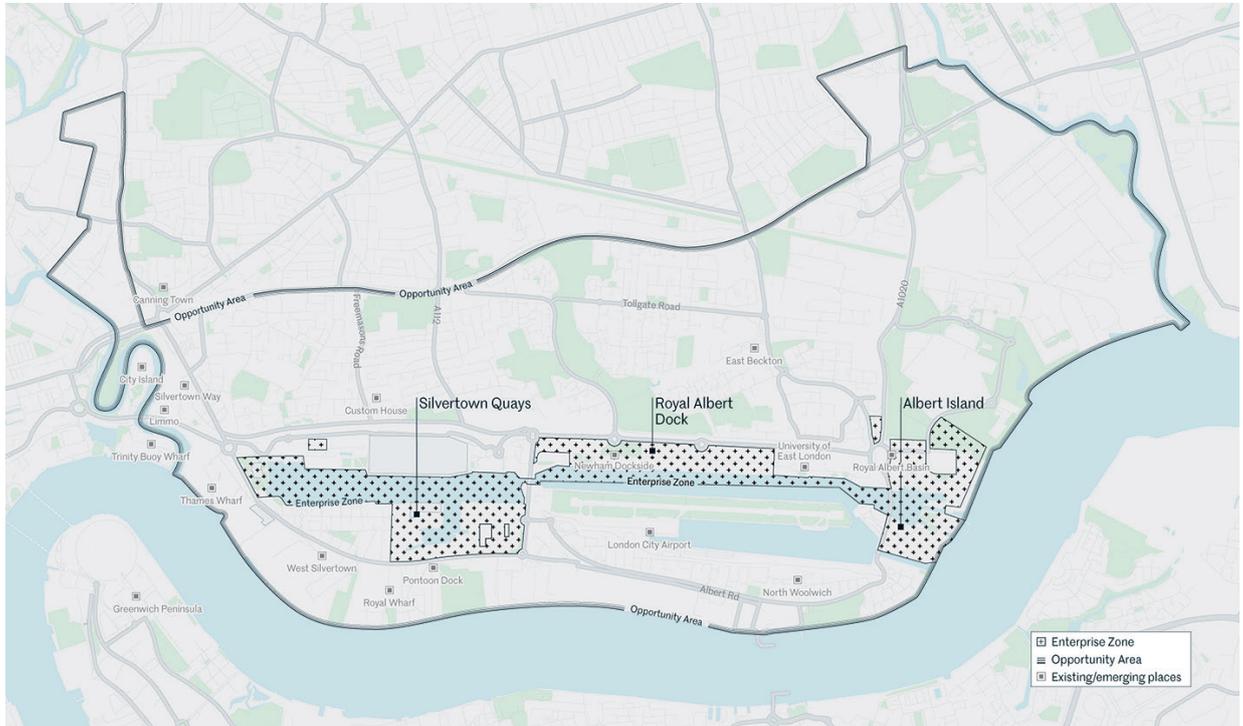
¹ The LEAP is the local enterprise partnership for London. It brings entrepreneurs and business together with the Mayoralty and London Councils to identify strategic actions to support and lead economic growth and job creation in the capital.

² Capital Expenditure – is money spent on production and/or acquiring of assets that have a useful life greater than 1-year. For further guidance on eligible funding read the accompanying FAQs and speak to the Enterprise Zone team direct.

2. The vision for the Royal Docks



Located in the south of the London borough of Newham, the Royal Docks is one of London's most important growth locations. Identified as one of the largest 'Opportunity Areas' in the draft New London Plan, and designated as London's only Enterprise Zone, the area has the capacity to accommodate over 30,000 new homes and 40,000 new jobs over the next two decades. Delivery on this scale is integral to London's future economic vitality and competitiveness.



The Royal Docks has a key role to play in supporting the delivery of the Newham Inclusive Economy Strategy, which aims to deliver on the Mayor of Newham's community wealth building objectives. Within this context, the Fund offers considerable opportunity for Newham's communities: providing a new focus for culture and participation; new business and employment opportunities; enhancing access to homes and infrastructure; and improving the quality of amenities and services.

The 'Economic Purpose' of the Royal Docks has been defined as:

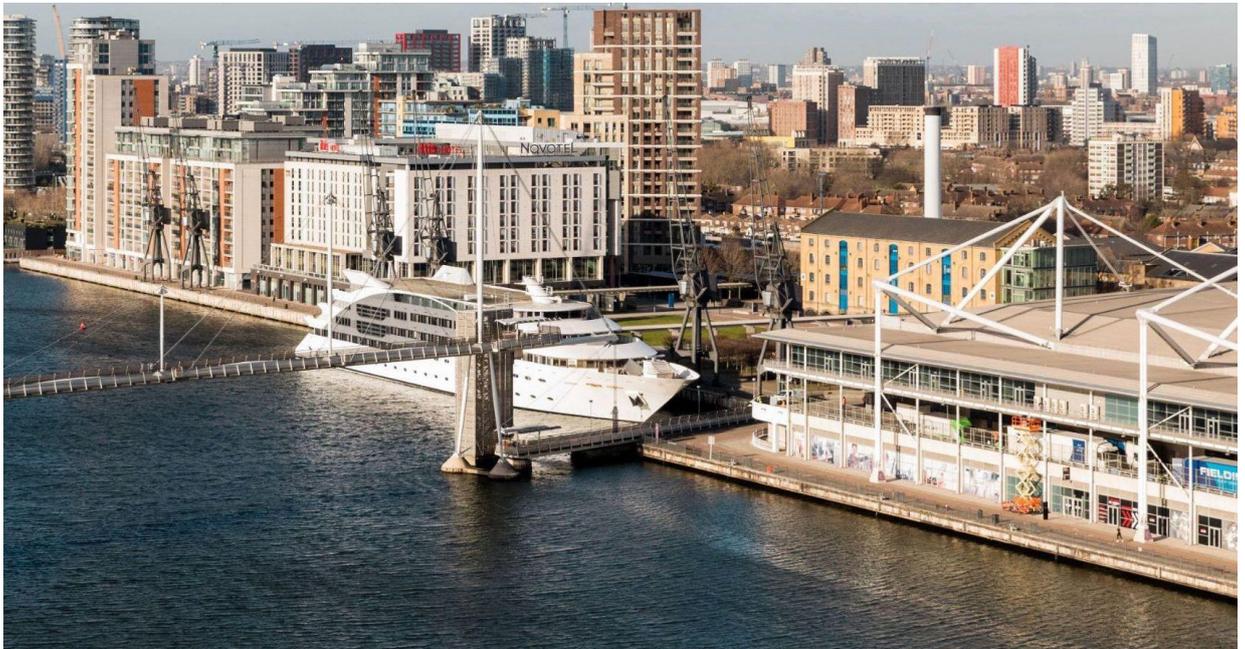
“Over the next two decades, the Royal Docks will become established as a nationally significant hub of enterprise, employment and culture. It will be recognised as a testbed for environmental, social and technological innovation. It will be globally fluent and internationally focussed, harnessing the potential of Newham’s diverse community”.

Royal Docks’ Economic Purpose, 2020

Applicants should pay due regard to this overall ambition for the Royal Docks, as this fund is one of the key means through which it will be achieved.

The accompanying Economic Purpose report (appendix 3) highlights some significant challenges to overcome to unlock the opportunity and to realise the full benefit for local communities and for London as a whole, notably:

- **The scale of the opportunity and the complexity of the area:** The Royal Docks covers an area of more than 1,000 hectares, and comprises more than ten distinct major development opportunities.
- **Securing economic critical mass:** while the Royal Docks is already an important hub of employment, the scale of the opportunity is such that ‘transformation’ is required in the economic identity and function of the area.
- **Diversity and inequality within existing communities:** Newham is home to one of London’s most diverse, international and fastest growing communities. While progress has been made over the last decade in linking residents to emerging employment opportunities in the Borough, significant inequality persists locally, with Canning Town, Custom House, and North Woolwich among the most deprived locations nationally.



Royal Victoria Dock © Sam Bush

3. Key issues for projects to address



Funding decisions will be based on three overarching criteria; Project Description (40%), Deliverability (30%) and Value for Money (30%). Details on each are provided in the Evaluation Criteria of this prospectus.

Defining 'Good Growth'

Through 'Project Description', applications will need to respond to three strategic 'good growth' challenges that are as applicable for the Royal Docks as for the rest of London: to empower people, to make better places and to grow prosperity. The Fund is very interested in holistic and multifaceted proposals that help to secure the long-term social, environmental and economic sustainability for the Royal Docks and the residents of Newham.

- **Empowering People:** Projects that result in tangible improvements to quality of life, that foster social integration, ensure they are accessible and that cater for Newham's diverse and changing population.
- **Making Better Places:** Projects that make the area more inclusive, and support projects that are part of a coordinated strategy to improve a place, projects that help to accommodate growth in a way that works with Royal Dock's character.
- **Growing Prosperity:** Projects that create opportunities and ensure that the Royal Docks economy continues to grow, but not at the expense of furthering inequality and access to opportunity for local entrepreneurs.



RAW Labs, creative arts hub in Royal Albert Wharf

Cross-cutting themes

In addition, there are two overarching and cross-cutting themes that the Royal Docks EZ Is particularly interested in seeing reflected through proposals:

I. Community Wealth Building

Underpinned by the principles of economic, social and environmental justice; so that long-term prosperity, wellbeing and fairness for all local residents is achieved; and response to the Climate Emergency is progressed; the Newham's Community Wealth Building Strategy (Appendix 3) plays a key role in the shaping of the Fund.

As well as attracting growth and investment into the borough, community wealth building aims to help unleash the potential of residents, businesses and the voluntary sector. It will help the London Borough of Newham tackle injustices residents face with an unrelenting focus on poverty in the Borough, as well as addressing racial and gendered disparities that exists. It will also be applying Community Wealth Building principals as a key mechanism for responding to the climate emergency.

All applications will be assessed against five key Community Wealth Building principles as reflected in The London Borough of Newham's strategy:

- Inclusive economy;
- Making financial power work for local places;
- Fair employment in good quality jobs and just labour markets;
- Recognising the essential link between our resident's health and wealth in the community; and
- Socially productive use of land and property.

All applications must demonstrate clearly how they are responding to these principles in their application, accepting some will be more strongly achievable than others.

II. Innovation and Transformation

The Fund is a key part of delivering the core intentions of the Royal Docks' Economic Purpose: supporting the evolution of the Royal Docks as a place which is known for innovation and as place which is committed to social and environmental outcomes. It will help to build capacity within the local community to play a more active and participatory role in the evolution of the area and providing learning on 'what works' for the rest of Newham and London.

In looking to secure critical mass, the Royal Docks is positioning itself as a global enterprise and innovation district, building on: it's existing international connections (via transport, businesses and the population), its access to knowledge (both locally via the University of East London - UEL - and more broadly across London), demand generated by the eastward movement of London's creative and innovation economy and by foreign owned enterprises looking to locate in London, and Newham's commitment to exploring new approaches to respond to environmental and social challenges.

The projects should benefit the Royal Docks diverse business base and do so in a transformative way – in both content and scale. This could be achieved by, for example, starting and scaling up businesses and social enterprises that contribute to the Royal Docks, improving digital connectivity, finding new ways to boost productivity, increasing evening and night-time activity, or broadening employment opportunities that make a real difference to community wealth.

4. What we will fund



The Fund seeks to build a broad-ranging programme of innovative and exemplary regeneration activities in response to the interrelated challenges outlined in the previous section. Parts A - J of this section (listed below) gives some guidance on the types of activities we will support **by way of contribution to capital costs:**

- A. Develop civic infrastructure
- B. Back small business
- C. Secure and create workspace
- D. Build tech for good
- E. Intensify the Royal Docks' local economy
- F. Build skills and employability
- G. Deliver community-led regeneration
- H. Enhance public space
- I. Share culture
- J. Climate Emergency
- K. What we won't fund

This list is not exhaustive. Most projects will deliver more than one of the suggested actions or provide other bespoke solutions which address cross-cutting priorities.

Applicants should note that the Fund provides funding as a contribution to capital expenditure only. We therefore welcome proposals that bring complementary revenue funding to deliver well-rounded packages, including management, outreach, programming, support and legacy activities.

All projects should champion new partnerships, collaborative working, and a high-quality built environment. During development and rollout, we encourage you to draw on the right professional expertise from London's rich pool of architecture and urban design talent. The way in which design quality is maintained throughout the development and delivery of a project is an important consideration for projects. We therefore encourage applicants to consider how quality-led outcomes will be achieved at each stage, with the intention to retain design quality through to completion.

We want applicants to engage with a wide range of people and organisations to test ideas and use local knowledge to define the concept and scope of their projects. We are keen to see local stakeholders convene and coordinate multifaceted proposals with specific strands led by local experts. We are looking for inclusive and sustainable proposals that can deliver exemplary outcomes.

We also want projects to undertake robust project evaluations to better understand the impact of any given intervention. Applicants should read the accompanying FAQs and speak to the team regarding monitoring and evaluation requirements. We encourage projects to share insights with other beneficiaries of the Fund, beneficiaries of the London-wide Good Growth Fund (supported by the Royal Docks team) and other local projects/activities.

A. Develop Civic Infrastructure

Royal Docks civic infrastructure serves as the stage where our public lives are played out. It often provides the glue that holds our communities together.

Civic infrastructure includes both social infrastructure, as defined in planning terms, as well as a wider range of spaces that bring people together and help develop a strong sense of community and common purpose. Social infrastructure includes health, early years, education, community, play, faith, criminal justice, recreation, sports and emergency facilities. Alongside this more formal service provision, there are informal networks and community support that play an important role in the lives of those that live, work and visits the Royal Docks, which civic infrastructure can help to deliver.

Civic infrastructure provides essential resources to support residents in their everyday lives, in particular those who are disadvantaged or vulnerable. As the local population grows it is vital that the Royal Docks infrastructure adapts to the population's changing needs and that they play a direct role in this process. Exciting new models of civic infrastructure are emerging, often led by communities and social enterprises, which do not necessarily fit within traditional categories. We are specifically interested in supporting these less obvious civic spaces; particularly those which foster social integration by promoting shared experiences, supporting people to be active citizens and by tackling barriers and inequalities.

The Fund could be used to support:

- Using empty premises and space on and behind main streets for flexible and multi-use community space, crèches, cafes, workspace and retail incubators, learning or making space.
- Re-using or revitalising underused public spaces and buildings or existing social infrastructure, such as libraries, community centres and other publicly owned properties, to expand public access or develop a more multi-use offer.
- Developing new models of shared, communal, or accessible civic spaces.
- Physically adapting existing retail premises or places of work to enable businesses to diversify their offer to the local community - shops, for example, could provide meeting space or workspaces for community groups at different times of day and night.
- Making the most of the under used ground floors in new residential-led developments through a coordinated approach to their use and management.
- Promoting skill sharing and exchange between people from different backgrounds and strengthening the Royal Docks as a beacon for community wealth building.

B. Back small business

London is a leading global hub for business. Its strengths are numerous: a stable regulatory environment, a deep pool of talent, openness to trade, investment and migration, together with a vibrant cultural scene that attracts people from around the world. The Mayor of London's Economic Development Strategy identifies seven sectors as key to a fairer and more sustainable economy for London. These seven sectors have the potential to bring wider benefits to Londoners and to the Royals Docks, as well as offering immense potential for growth. They are: advanced urban services; creative and cultural industries; financial and business services; life sciences; low carbon and environmental goods and services; tech and digital; and tourism.



Husk Brewery



Although London performs well in terms of creating new start-up businesses and enabling big blue-chip companies to thrive, it is not as good at nurturing its small and medium-sized enterprises (SMEs) as other global cities. This is true from the traditional heartlands of industry to the more recent technology-enabled knowledge-based young businesses emerging over the last decade. London's strengths in ideas and early-stage entrepreneurship need to be translated into strong and sustainable business growth that benefits everyone currently residing and those looking to move into the Royal Docks. We want to bring about a diversified economy that offers quality jobs to all in the Royal Docks. To that end, we are seeking ideas that unlock the potential for small businesses to grow and innovate, both in traditional industries and across the knowledge-based economy.

The Fund could be used to support:

- Funding elements of 'sector deals' – coordinated and clear demands from industries currently lagging behind in terms of workforce development, upskilling or uptake of new forms of technology.
- Fostering collaboration between educational institutions and industry (or enabling industry-to-industry collaboration) to deliver affordable shared incubation, acceleration and learning spaces or innovation and collaboration facilities.
- Targeting 're-shoring'³ of value-added aspects of industry (such as specialised manufacture).
- Boosting productivity and growth by helping SMEs to invest in new equipment and processes, new technology and exporting, especially SMEs based in areas which have lagged behind in SME formation and growth.
- Supporting small firms across different sectors to apply emerging technologies (for example Artificial Intelligence, Virtual or Mixed Reality) to raise productivity and wage levels, with a particular focus on lower to medium wages.

C. Secure and create workspace

Entrepreneurs, creative professionals and small businesses are vital to the Royal Docks success but many struggle to find appropriate, affordable space in which to work and grow. Some co-working spaces and affordable workspace are in operation across certain areas of the Royal Docks, however, it is limited and there is a significant need to create more.

The Fund could be used to support:

- Delivering workspace which is responsive to specific evidenced need, local context and economic conditions.
- Delivering workspace for sectors that have a social or cultural value such as the social enterprise, charity, community service and care sectors, artists and maker spaces, particularly those which generate social and educational outcomes or impact.
- Delivering workspaces that span a number of these categories and cross-subsidise different kinds of workspace, while ensuring the business model maintains affordability for those who need it.
- Intensifying employment uses, including industrial and complementary uses.

Securing long-term ownership, where workspace is under pressure from rising property markets, is particularly important, and could be achieved through capital grants to leverage other forms of investment.

³ Re-shoring is the process of returning the production and manufacturing of goods back to the company's original country.

D. Build tech for good

The Royal Docks has the ambition to be the London leader in the technologies that are changing how we do things – from AI and data management, to immersive and cybersecurity, as well as a trailblazer in the emerging sectors that are putting them into practice – from FinTech and MedTech, to Advanced Urban Services and PropTech. These technological advances and emerging industries have the potential to support the core objectives of the Fund.

Collaboration and co-design – both within the sector as well as with other agencies and communities - is one of the best means to ensure technology solves real world problems. Tech for Good delivers inclusive socio-economic outcomes and supports public service delivery. The potential for collaboration is endless, whether through investment in new facilities, skills and equipment, or providing coordination and networks to boost knowledge exchange, productivity and the sustainable use of resources.

We are keen to receive proposals that multiply the impact of London's innovation ecosystem, solve civic challenges and create new solutions with a broad economic, social and sustainable impact, albeit with projects either based in or explicitly and directly benefitting the wider Royal Docks' area. We encourage applicants to consider how Tech for Good can be integrated within wider place-based regeneration.

The Fund could be used to support:

- Investing in facilities, equipment and associated skills required to catalyse co-design and collaboration and the creation of new tech products and services with a broad economic, social and sustainable impact.
- Use tech to facilitate the formation of new public spaces and buildings, particularly those which develop new models of creating and capturing value, such as community shares or co-operative structures.
- Co-designing and co-testing innovation from an early stage in the development process with the public and/or private sector.
- Developing sustainable open access and/or open source forms of design and production which generate shared equipment, protocols and licenses others can use or learn from.
- Harnessing the potential of collaborative economy models to meet local economic challenges or opportunities.
- Investing in localised solutions that utilise digital or smart infrastructure, such as open-source sensor technology embedded in high quality public realm improvements.

E. Local economies

Covering over 130 hectares, the Royal Docks is already home to 34,000 jobs and 2,500 businesses (30% of Newham's economy as measured by jobs), and is one of London's most important growth locations, comprising a number of distinct neighbourhoods and hubs of activity. With capacity for 30,000 new homes and 40,00 new jobs, it is integral to London future economic vitality and competitiveness.

It is home to series of key anchors that help define the local and regional geography – ExCel, UEL, Tate & Lyle and City Airport. Their impact and role extend beyond their direct economic footprint as they all play a significant role in influencing both the identity of the area, being advocates for the area and driving innovation and economic success.

However, the Economic Purpose recognises the importance of 'localising' delivery. Action and investment must recognise and enhance local distinctiveness, tailoring investment to local contexts and opportunities. It also offers considerable opportunity for Newham's communities: providing a new focus for culture and participation; new business and employment opportunities; enhancing access to homes and infrastructure; and improving the quality of amenities and services.

Delivering area-based strategies, demonstration projects, and innovative approaches to development, will increase capacity for the economy within the development pipeline, and create opportunities for all.

The Fund could be used to support:

- Developing and implementing area-based strategies to realise the full potential of opportunity areas in the enterprise zone both day and night.
- Increasing appropriately specified and affordable commercial floorspace in future developments.
- Developing and delivering asset management plans for publicly owned commercial property (accepting that The London Borough of Newham is unable to apply directly).
- Co-designing and funding investments in publicly owned assets that generate and secure social, economic, and environmental benefits.
- Supporting partners to acquire leases to intensify and diversify commercial activity.
- Overcoming marginal viability and accelerating delivery of commercial floor space.
- Delivering sector-specific workspaces such as open kitchens, workshops or labs.

F. Build skills and employability

Over the past decade, both the Royal Docks and Newham have experienced strong economic growth: in the Royal Docks, the number of jobs has increased by around 9,300 (growth of 39%), while in Newham the number of jobs has increased by 23%. Growth has been spread broadly across the economy, with a contraction in employment in only a small number of sectors.

While this demonstrates strong momentum, economic 'density' remains comparatively low, and the profile of the economy continues to be orientated around industrial and service activities, with the activities of a number of the Royal Dock's major institutions at the forefront of this: manufacturing (Tate & Lyle), transport (City Airport), education (UEL) and hospitality & recreation (hotels).

Historically, the Royal Docks has played less of a role as an office location: currently only around 6% of commercial space locally is characterised as office space and partly reflecting this, the local concentration of activity in more productive 'knowledge' activities is less than half the London average.

Despite this, the Royal Docks benefits from access to a highly enterprising population across Newham, and there has been recent growth in creative enterprise, locally partly as a result of the new flexible workspaces such as the Silver Building coming online. The area also benefits from access to a highly talented labour market: in terms of degree level qualifications alone, there are 120,000 people across Newham. This provides a significant resource to draw from in growing and evolving the local economy.

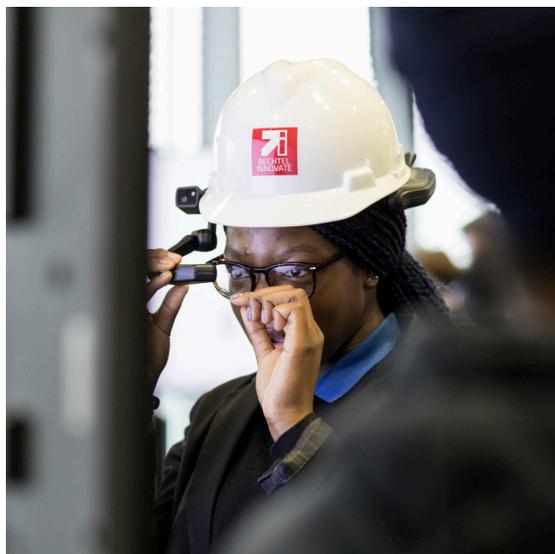
Employment and Skills actions and investment will directly deliver against the socially focused objectives of the Economic Purpose, in particular ensuring that the Royal Docks maximises its role as a social and economic resource for local residents. It provides a direct link to Newham's community wealth building objectives: connecting residents to jobs, tailoring local education and training to responding to emerging demand, and helping to build and enhance career progression.

Success will ultimately be measured in terms of the number and diversity of local residents accessing employment within the Royal Docks; the number and diversity of residents with improved skills and experience; overall levels of economic activity and employment across different communities; and, ultimately, comparative levels of prosperity and participation.

The Fund could provide funding to support and compliment work that has already been planned by the wider Royal Docks team as part of the Delivery Plan (see appendix) and the subsequent strategy to support it. This is a very broad area and therefore the Fund cannot fund actions that would be covered by statutory funding, or other sources available to London.

The Fund could be used to support:

- Developing and delivering specialist training facilities which respond to clear gaps in provision, including sector-specific facilities.
- Developing qualifications that address skills gaps that employers require for the current or future workforce that are not currently available 'off-the-shelf'.
- Improving workforce development, upskilling or uptake of new forms of technology.
- Providing skills training and employability support to assist disadvantaged groups to overcome barriers that are preventing them from entering or retaining employment, or establishing themselves in self-employment
- Providing skills and training that enable those in low-paid or entry-level employment to progress in the workplace, improving standards of living and creating entry points for those who are currently unemployed
- Providing skills and training to support entrepreneurship.
- Promoting intergenerational skill-sharing and lifelong learning.
- Boosting skills in shortage areas resulting from changes in migration patterns associated with Brexit.



London City Airport STEM in Aviation event © Sam Bush



Business in Silver Building

G. Deliver community-led regeneration

Regeneration is something that more Royal Docks residents should feel that they are part of. Everyone should have opportunities to contribute to making and remaking the place where they live by coming together to develop common spaces and shared resources. We know that community and civil society groups are full of great ideas and are well placed to propose sustainable solutions to local challenges or opportunities. We want to support innovative community or citizen-led projects that build local resilience and enable long-term stewardship.

We want to see more local residents actively engaged in the process of urban change, through projects that challenge the way we think about public space, ownership and civic responsibility. We want to find new models that work for local places. The Royal Docks should be celebrated as an area with a strong civil society where everyone feels they can have a stake in the future design and regeneration. We want to see projects that improve social integration, develop a shared sense of civic pride and involve local people in a meaningful and collaborative regeneration effort in long-term strategic change.

We are interested in supporting community-led ambitions to acquire, own or manage local assets or shared resources through a community share offer that gives local people a genuine ownership stake.

The Fund could be used to support:

- Acquiring, refurbishing, developing and/or managing an asset of community value⁴.
- Enabling community-led development on or around the enterprise zone so it successfully mixes new homes with commercial and community activities, both day and night.
- Promoting the local ownership and management of community assets in areas of social and economic deprivation, through innovative models of local engagement and participation in their development and future use.
- Bringing the wider community together around common spaces or shared resources that develop collaboration and social integration and help grow prosperity.
- Employing a co-design process to shape development and infrastructure in areas of growth.
- Delivering actions, projects and development proposed in Neighbourhood Plans.
- Investing in the creation of new public spaces and buildings, particularly those which develop new models of creating and capturing value, such as community shares or co-operative structures.

⁴ An asset of community value is land or property of importance to a local community which is subject to additional protection from development under the Localism Act 2011. Voluntary and community organisations can nominate an asset to be included on their local authority's register of asset of community value.

H. Enhance public space

An open and accessible network of well-designed and functional public spaces is at the heart of planning for a healthy, inclusive and prosperous Royal Docks. We want to create a welcoming space freely accessible to all Royal Docks residents, workers and visitors.

However, there are challenges, particularly in the context of funding constraints, to continuing to provide and maintain high-quality public space across the Royal Docks that is welcoming and able to be used by Londoners of all ages and groups, and that underpins the cultural activity of everyday life.

The Fund can help to support the London Mayor's vision for high-quality everyday public spaces by prioritising the improvements of high streets, squares and green spaces across the Royal Docks. With pressures on land for new homes and other uses, we must develop approaches to improve these spaces, make them work harder both day and night, and where possible create new innovative forms of public space.

The Fund could be used to support:

- Enhancing the experience and multi-functionality of open spaces on the various Royal Docks high traffic public/pedestrian areas providing a better environment for people, local businesses and more opportunities for rest and play as well as for walking and cycling.
- Creating high-quality public places that can host local cultural activities, adapt to accommodate changing culture, or help instigate new forms of culture.
- Opening-up or activating underperforming outdoor spaces, such as housing estates, or poorly used green and water spaces.
- Enhancing architectural and heritage assets and using public art to celebrate local culture and improve perceptions of an area.
- Developing interventions in tandem with innovative models of management to care for physical spaces, and to create more accessible public space regardless of private or public ownership.
- Adapting public space to make Royal Docks a more child-friendly area, and using design to promote more intergenerational and cross-cultural use of the Royal Docks public realm.
- Providing more opportunities for people to encounter, participate in, and enjoy London's natural environment, using both traditional and innovative urban greening methods to create sustainable and resilient neighbourhoods.



Beckton Globe Cultural Festival

I. Share culture

Culture is integral to ensuring the Royal Docks remains an exciting place to live and work. Culture enriches people's lives, makes people healthier and brings different communities together. The impact of culture on the Royal Docks economy is immense and is a key factor in attracting tourists and businesses to the Royal Docks every day.

However existing cultural infrastructure are being squeezed out due to wider development pressures. This is leading to the homogenisation of places and the loss of valuable assets for communities, reducing opportunities for communities to access and participate in the amazing culture on offer.

To ensure the Royal Docks continues to thrive as a cultural Hub for London, we want ambitious approaches to culture. We want culture to drive impactful local regeneration with strategic socio-economic outcomes, including health, wellbeing, environment and sustainability outcomes. Culture can also be used to strengthen the integrity and distinctiveness of a place. We are looking for innovative projects that broaden access and cultural participation for all residents of the Royal Docks, Newham and London, fostering social integration and an increased sense of ownership, pride and stewardship.

The Fund could be used to support:

- Investing in existing or new cultural infrastructure, building upon an area's existing heritage, identity, cultural sector, local assets, and institutions.
- Protecting local cultural infrastructure and providing increased access to these assets both day and night.
- Encouraging participation by facilitating cultural activity in everyday settings including community centres, high streets, parks, allotments and libraries.
- Protecting, enhancing and providing affordable studio space and grassroots cultural venues.
- Supporting cultural sector SMEs that contribute to the character and identity of places.
- Creating opportunities within the cultural sector that can boost the local economy, jobs and skills.

J. Climate emergency

Newham Council has declared a "climate emergency" and introduced a raft of environmental measures to tackle global warming, poor air quality and waste. Public Health England confirm that Newham has the largest number of deaths attributable to air quality. Among the measures called for is a to pledge to make the London Borough of Newham carbon neutral by 2030 and carbon zero by 2050.

The London Borough of Newham has stated it will work across the borough and across council services, as well as reaching out to the residents, community groups, campaigners, the Mayor of London, Transport for London, neighbouring boroughs and partner bodies to specifically address Carbon Emission reduction through six key areas of Buildings, Energy, Transport, Industry, Waste and Land Use.

In partnership with Newham Council the Fund is looking for a range of applications that address reducing carbon emissions, to help tackle the climate emergency. These can include standalone projects that address specific environmental issues through new technology or singular interventions. However, applications that integrate carbon initiatives within wider place-based regeneration are encouraged and welcomed, for instance as part of wider public realm improvements or supporting a struggling high street to adapt. Projects will need to demonstrate their impact through specific outputs including emissions and/or pollution exposure reductions (air pollutant and carbon emission reductions should be quantified), alongside other proxy indicators such as reductions in vehicle kilometres.

The Fund could be used to support:

- Improving public realm to promote and prioritise active travel.
- Using carefully designed green infrastructure to reduce vulnerable residents' exposure to pollution.
- Integrating electric vehicle infrastructure within high quality public realm improvements.
- Consolidating freight and delivery via consolidation centres or business incentive schemes.
- Re-modelling freight or other vehicle movements to zero/low emission vehicles.
- Supporting SMEs to adopt new practices that reduce negative impact on air quality.
- Supporting SMEs to reduce building and operational emissions.

K. What we won't fund

- Transport infrastructure projects (for example new stations).
- Statutory social infrastructure (for example hospitals, prisons, schools).
- Capital investment in the Further Education sector for the purpose of delivering skills provision.
- Statutory skills provision (such as full-time education, apprenticeship training and Foundation Learning) or work-based learning to meet employers' legal obligations (such as Health and Safety training).
- Housing.
- 'Business as usual' activities (such as normal maintenance or repairs, or projects that continue existing activities).
- The Enterprise Zone has a number of funding opportunities and projects planned. Any projects proposed cannot be conflicting with these key priorities. If an idea is of interest but is conflicting with other priorities we would encourage you to have a discussion with the team.
- Projects already funded by the GLA.
- Revenue costs for projects. However, applicants are advised to speak to the Royal Docks team around funding eligibility. Additional guidance is available on the [FAQ](#) section of the Fund [webpage](#).

5. Making your application



Who can apply?

The Fund is open to a broad range of public, private and third-sector organisations, including: workspace providers, community groups, social enterprises, small and medium sized enterprises, community businesses and charities within London that wish to drive and lead regeneration in the Royal Docks. Individuals cannot apply, and the London Borough of Newham cannot apply directly but can be active partners (financial and otherwise). The lead organisation for your project (the organisation in the name of which an application is submitted and with which the GLA will enter into a funding agreement should it's application be successful) must be legally constituted and able to enter into a contract. You do not need to reside within the Royal Docks area to apply but must provide clear evidence on how the Royal Docks Enterprise Zone benefits from your project.

If you are not sure if your organisation is eligible to apply, please contact the team to discuss.

We welcome proposals from partnerships which should include local community groups, (but, as noted above there must be one clear legally constituted applicant) which build on the strengths of different organisations to deliver a holistic project. The applicant must be able to demonstrate that any delivery partnership has the capacity and ability to deliver the project and will take responsibility for the delivery and management of the entire project.

What is the application process?

The Fund has a two-stage application process. Stage One is the EOI and Development Stage that will allow applicant ideas and plans to be developed. Once an EOI is submitted, and approved by the EZ Programme Board, Stage Two is the Formal Application stage where additional detail will be required for submission. This split is to avoid organisations putting significant resource into developing a detailed formal application without have received initial feedback from the funder on the core idea.



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

This stage 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 firstly by the Royal Docks team, then the EZ Programme Board where you may be offered the opportunity to present the outlines of your project. If it is deemed to be a viable and worthwhile project, then you will be encouraged to progress to the formal application stage. If not, feedback will be provided accordingly.

Stage 2 – Formal Application

When completing your formal application form, answer all the questions fully and explain your project as clearly and simply as possible.

Make sure that you clearly explain the distinct roles of your partners and their relevance to the project under 'Other Participating Organisation/Partner details'. We encourage partnership applications, but the partnership should be appropriate in scale and membership to the needs of your project and in any event must be made in the name of one legally constituted applicant. For example, a wide-ranging but poorly focused partnership may result in resources being expended without contributing to results. Equally a partnership which is too narrowly focused on delivery might miss out on learning, marketing, or dissemination opportunities.

You must, provide accurate outputs and outcomes, as well as:

- Key milestones and end dates for your different project elements.
- Your plans on how you will evaluate the impact and success of your project.

Of eligible applicants, local authority controlled schools are exempt from the financial due diligence process. All other applicants will be subject to detailed due diligence checks. These will be carried out at Stage 2. In addition, private-sector lead or partner organisations, and projects which intend to provide support to SMEs or other private-sector organisations must comply with State Aid regulations (see Appendix 2 for further information). Please also note that recoverable VAT is not eligible expenditure. Again, if you have any queries or concerns in relation to these matters, please contact the team.

All applications will be evaluated by officers from the Royal Docks, GLA and London Borough of Newham teams, supported where required by specialist external thematic experts. Each will evaluate applications' suitability for funding by reference to the evaluation criteria and scoring methodology set out in this prospectus. All scoring will be moderated prior to the making of any funding recommendation to the EZ Programme Board, who determine whether to seek the GLA's approval of the same in accordance with its decision-making procedures.

Stage 3 – Getting into Contract

Successful applicants will be provided with a funding agreement for execution and return to the GLA. Please ensure that you have all necessary resources and approvals in place to enable the agreement to be executed promptly if you are informed that your application has been successful. Failure to do so may result in the offer of GLA funding being withdrawn. In any event applicants should note that:

- they must not place any reliance whatsoever on such funding until formally notified in writing and both the applicant and GLA have executed and returned the funding agreement issued by the GLA; and
- any expenditure incurred and/or to which they commit prior to such execution is incurred and/or committed entirely at their own risk and the GLA shall not be liable for nor pay any claims in respect of the same.

**6. What does
a strong
application
look like?**



Deliverables

Deliverables are the output and outcome measures, which help quantify the impact of your project:

- Outputs measure the benefits that specific projects or programmes deliver for target beneficiaries (individuals and businesses) and areas. Clearly defined outputs quantify the impact and measure the benefits generated through regeneration expenditure. Without clearly defined outputs, projects are difficult to analyse and evaluate.
- Outcomes are the result of outputs – they are longer term measures that indicate whether project goals are being met. They are specific, measurable, and meaningful. Outcomes are the events, occurrences, or changes, that indicate progress toward a project's goals.

To maximise the impact of any funding awarded, projects that deliver meaningful outcomes will be prioritised. That means outcomes which correspond with the good growth themes and the cross-cutting themes of Community Wealth Building and Innovation and Transformation and rather than specific, activity-based outputs. We acknowledge that tracking long-term outcomes is inherently more challenging, so we will continue to assist projects that wish to explore innovation evaluation techniques alongside the basic evaluation and monitoring requirements of the Fund.

As part of your application you must articulate clearly what measurable impact your project will result in and include it in your submission.

We encourage our delivery partners to set objectives against several different indices which we will monitor and evaluate during their projects' lifetimes. These will include, but not be limited to, the following guidance and measures:

The Fund will mirror the Mayor of London's Good Growth Fund in using a series of core outputs as a means of assessing applications under the theme of 'good growth':

- Empowering People
 - › number of people who actively participate in a project.
 - › number of volunteering opportunities created.
 - › sense of belonging to an area.
 - › number of people progressing into work.
- Making Better Places
 - › the amount of public realm being created or improved, and the increase in its use.
 - › number of vacant units brought back into use.
 - › increase in visitor satisfaction.
 - › increase in footfall.
- Growing Prosperity
 - › new jobs being created, and existing jobs being protected and safeguarded.
 - › number of businesses receiving support.
 - › commercial/business space being created or improved, and its value measured.
 - › increase in business turnover.

Cross cutting themes

I. Community Wealth Building

Newham Council's Community Wealth Building Strategy identifies six themes it is prioritising in response to the challenge of building community wealth. Five of these are relevant for the Fund, and applications will be assessed against these:

- Inclusive economy
- Making financial power work for local places
- Fair employment in good quality jobs and just labour markets
- Recognising the essential link between our resident's health and wealth in the community
- Socially productive use of land and property

II. Innovation and Transformation

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.

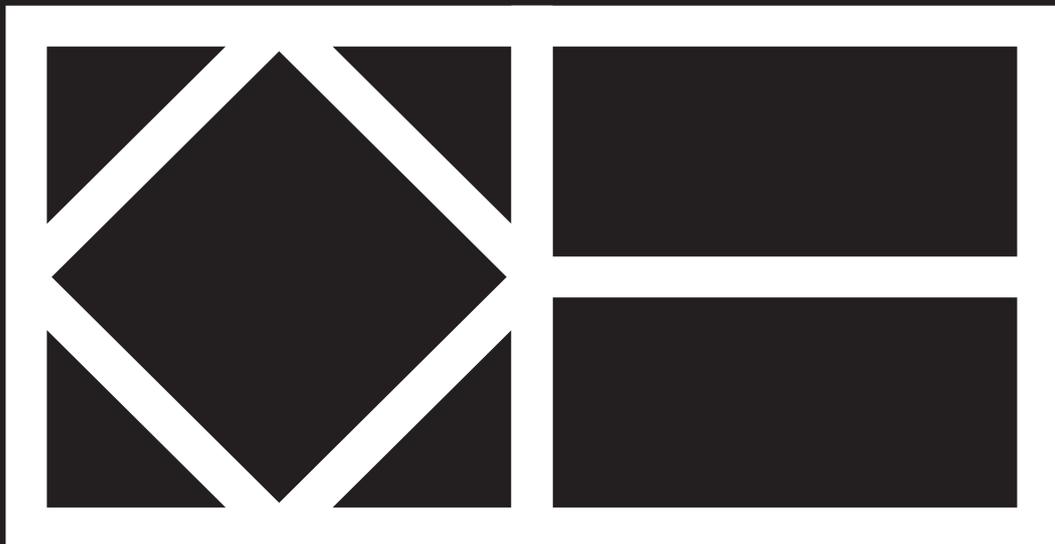
The Royal Docks aims to position itself as a global enterprise and innovation district, building on: its existing international connections, its access to knowledge, demand generated by the eastward movement of London's creative and innovation economy and by foreign owned enterprises looking to locate in London, and Newham's commitment to exploring new approaches to respond to environmental and social challenges.

The Royal Docks is a transformational opportunity for Newham and London, in terms of the homes and city infrastructure that it will provide, the opportunities it will create for local residents, and the role that it can play in supporting London's role as the global hub for business. Projects will need to demonstrably contribute to this overarching ambition.



Expressway London, flexible workspace in Royal Victoria Dock © Expressway London

7. Evaluation criteria



Projects will be evaluated against the following criteria:

Project Description (40% weighting)

What do you want to do, where and why? The best applications will show a good fit with the aims of the Fund and have clearly defined outputs and outcomes. The application should demonstrate an understanding of the target group/area/business sector and the extent to which proposed delivery meets their needs. An assessment will be made of the project's potential to deliver high-quality provision/activity and outcomes, and the contribution it will make to crosscutting themes of Community Wealth Building and Innovation and Transformation.

Deliverability (30% weighting)

How can we be confident that the project will be a success? Your project should have a clear plan, underpinned by capacity and skills in the team to deliver on time and budget. We will look for evidence of effective collaborative working and intention to work in partnership and the ability to implement, manage, monitor and deliver the project.

Value for money (30% weighting)

Does your project make optimal use of resources to achieve a high-quality project? Your application should include a clear description that demonstrates all costs associated with the project have been identified and why you believe the costs to be reasonable should be provided. However, value for money is not just about achieving the lowest price; the greater weight will be given to the delivery of high-quality projects.

The Fund is a strategic programme that aims to deliver across several themes and to support a range of activities across the Royal Docks. In making funding decisions, we will assess how applications received map across stated priorities and the Royal Docks communities so that we can deliver a balanced programme of exemplary projects.

8. **Governance** **arrangements**



The Royal Docks Team

The Royal Docks Team is a multi-disciplinary team that brings together officers from across the GLA and the London Borough of Newham. Home to London's only Enterprise Zone, the Royal Docks is one of the most significant regeneration projects in the UK. All funding decisions will be subject to following LEAP Board or Enterprise Zone Programme Board consideration. The amount of funding required will determine which board the endorsement is required from.

Throughout the development of your bid, and if successful in delivery, applicants will receive support from the Enterprise Zone team to help ensure the application, and project, has every chance of success. Once successful, this support will include access to the network of London-wide good growth projects, as well as expert regeneration advice, design support and knowledge sharing opportunities.

London Economic Action Partnership

LEAP (acting via the GLA) is the local enterprise partnership for London. Chaired by the Mayor, LEAP is the body through which he works with London's boroughs, business and TfL to take a strategic view of the regeneration, employment and skills agendas for London. While LEAP makes recommendations to the Mayor regarding funding and policy decisions, it does not directly deliver services. To find out more about LEAP, see <https://lep.london/>

The LEAP will take funding decisions on any projects requesting £5m+ of funding.

Enterprise Zone Programme Board

London's Local Enterprise Partnership (LEAP), has established the Royal Docks Enterprise Zone Programme Board as a subordinate body. The Programme Board acts as a senior level forum to drive forward regeneration and economic growth opportunities within the Royal Docks EZ. It is responsible for monitoring the implementation and delivery of the EZ Delivery Plan (including the Royal Docks Good Growth Fund), which was endorsed by the LEAP Board. It is also responsible for making recommendations on the allocation of funding generated by the uplift in business rates receipts through HM Government's Enterprise Zone business rates retention scheme.

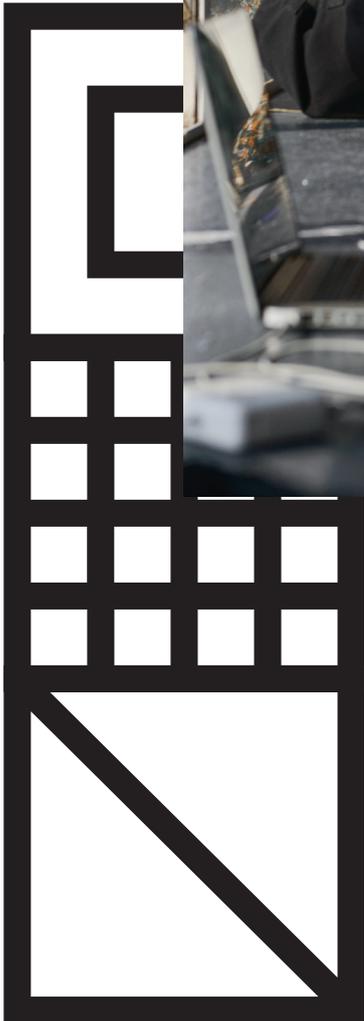
The Board will take key decisions on funding decisions at both Stage One and Two, for all projects where Investment is <£5m (which is expected to be all projects).

Corporate Investment Board

The GLA will be the accountable body for the disbursement and management of funding awarded, and therefore all recommendations will be subject to formal approval from the GLA's Corporate Investment Board (CIB) and the Mayor or relevant director (as applicable). CIB is an informal advisory board that reviews all GLA Decision Forms (including those covering LEAP expenditure) before they are approved by, as applicable, the Mayor (or officers as delegated). It also reviews, among other things, matters of significance or potential significance that may involve the exercise of a Mayoral Power. CIB is chaired by the Chief of Staff and attended by the Mayor's Appointees and Executive Directors. It helps coordinate GLA decisions and ensure there is appropriate review before decisions are taken and executed. For information on the board please refer to <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decision-making>



Silverspace Studios @ Silver Building



Grant agreement

When an application is successful the GLA will issue the applicant with a non-negotiable funding agreement.

Please ensure that you have all necessary resources and approvals in place to enable the agreement to be executed promptly if you are informed that your application has been successful. Failure to do so may result in the offer of GLA funding being withdrawn. In any event applicants should note that:

- they must not place any reliance whatsoever on such funding until formally notified in writing and both the applicant and GLA have executed and returned the funding agreement issued by the GLA; and
- any expenditure incurred and/or to which they commit prior to such execution is incurred and/or committed entirely at their own risk and the GLA shall not be liable for nor pay any claims in respect of the same.

Public Sector Equality Duty

As a public-sector organisation, the Royal Docks team, Newham and the GLA must have due regard to the Public Sector Equality Duty and the need to eliminate unlawful discrimination, harassment, victimisation and any other conduct which is unlawful under the Equality Act 2010. It must advance equality of opportunity and foster good relations between people who share a protected characteristic and people who don't have that characteristic.

As recipients of public funding, Royal Docks Good Growth Fund delivery organisations will also need to meet this Duty. We will provide further guidance on how to do so at of the formal stage of the application process and we will ask for relative evidence of how it will be done during the application process, and how it has been done during delivery.

We encourage you to develop the rationale for your proposal using current and robust socio-economic data as well as qualitative analysis. We will also ask projects to prioritise the collection of evidence on the environmental, social and economic impact of their intervention and to evaluate the performance of their project once delivery is complete. Monitoring the impact of projects using qualitative and equalities data (gender, age, disability, ethnic background, religious background, sexual orientation) is an integral part of this, and successful projects will normally report to us every month so that we can track their progress.

Reporting and claims

Funding will be paid quarterly in arrears or as agreed in the grant agreement, taking account of the agreed project budget, cash flow, progress of the scheme and on submission of detailed evidence of costs incurred and goods/services received. Invoices will be processed and paid within 30 days of the date of receipt by the Royal Docks payment team.

Please be aware that if you are awarded funding, you will need to be able to provide evidence that the funds have been spent as proposed and we reserve the right to audit your project. This is in addition to the requirement to provide evidence of invoices, staff salaries, and achievement of milestones with claims for funding.

From the point at which a funding agreement is entered, progress and performance reporting will be required every month until practical completion. All projects will be required to provide monitoring information beyond the end date of the capital expenditure.

Appendices



Appendix 1: Financial due diligence requirements at full application

Local authorities, local authority-controlled schools and government bodies and departments are exempt from the financial due diligence process. Financial due diligence checks will be undertaken on all other organisations prior to any agreement to award funding.

The financial due diligence checks will provide an indication of the financial risks (if any) to the GLA (the body within which the Royal Docks Enterprise Zone sits) of making an award to the lead organisation and partnership. It may also suggest mitigations to offset these risks. The outcomes of due diligence checks are always considered alongside other aspects of the appraisal process. Where the GLA considers the risks are too high, or threaten the viability of the programme, it may decide not to award a grant.

Organisations making multiple applications should be aware that due diligence recommendations may limit the amount of funding or volume of grants offered to an individual organisation. This is to ensure that the GLA can gauge its level of exposure in relation to any one applicant and, where the GLA deems fit, to spread the distribution of funding to minimise any financial risk across the programme.

To enable the due diligence process, lead organisations that progress to Stage 2 will be asked to provide the following documentation:

- Registered company/charity name
- Registered address
- Company/charity registration number
- VAT registration number
- Evidence of public liability and employer's liability insurance
- A copy of the most recent audited accounts or a statement of the organisation's turnover, profit & loss/income & expenditure and cash flow position for the most recent full year of trading/operations where this information is not available in audited form
- A statement of the organisation's cash flow forecast for the current year and most recent monitoring report to its Board
- The organisation's budget for the current year and most recent monitoring report to its Board
- Financial regulations (to include procurement rules)
- Budgeted allocation of funding within the project or a budget showing which activities within the recipient's organisation will be funded. The budget should contain line details of proposed expenditure, for example staffing costs, stationery and publicity.

For applicants with a charitable status, the applicant's details will be checked against those held on the Charity Commission's website. Checks are done to verify an applicant's charity status, that all documents requested by the Charity Commission have been submitted on time and that the Charity Commission has not raised any concerns about their status.

Applicants applying for funding as part of a consortium where all members are jointly and severally liable will be asked to supply Financial Due Diligence Documentation for all members. The information will be collated to establish the strength of the consortium as a whole.

Appendix 2: State aid

EU State Aid rules regulate the use of a public resource by member states which is considered to potentially distort competition and trade between member states. The law regarding State Aid is complicated and therefore if you are unfamiliar with the State Aid rules you might find it helpful to look at the guidance available at www.gov.uk/guidance/state-aid. Please note, the information provided on the UK Government website is not a substitute for the official documentation available through the EU Commission's website or taking specialist legal advice.

LEAP has an obligation to ensure that all financial arrangements under the Good Growth Fund comply with State Aid requirements. Therefore:

- All applicants need to take steps to satisfy themselves that any funding to them or their use of LEAP funding will not amount to unlawful State Aid. Confirmation of this (supported by legal advice where the GLA requires) will be required at the application stage.

Please note that, if your project is awarded funds from LEAP and it is determined subsequently that any funding to you or your use of LEAP funding constitutes unlawful State Aid you will be required to repay such sums and may also be required to pay interest (which may be set at penal rates) on such sums.

Appendix 3: Supporting strategic documents (Links)

[Royal Docks Economic Purpose](#)

[Newham Inclusive Economy Strategy](#)

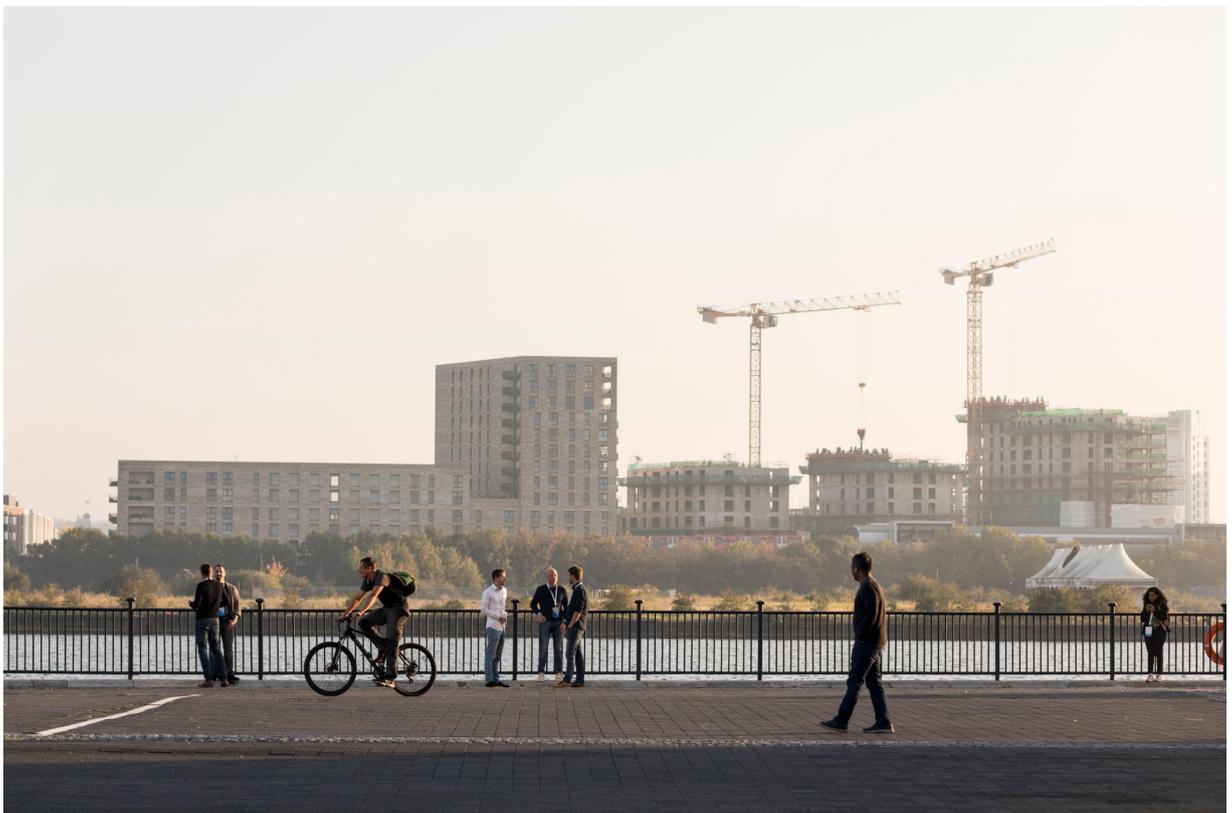
[Newham Community Wealth Building Strategy](#)

[Royal Docks Good Growth Fund Expression of Interest](#)

[Royal Docks Good Growth Fund Full Application Form](#)

CONTACT

If you are not sure if your organisation is eligible to apply or if you require more information please contact us at **ggf@royaldocks.london**



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CREDITS

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