

GREATER LONDON AUTHORITY

REQUEST FOR MAYORAL DECISION – MD3230

Title: Royal Docks Delivery Plan 2024-25 to 2028-29

Executive summary:

In August 2018, the Mayor (under cover of Mayoral Decision (MD) 2338) approved an overall budget envelope of £212.5m for the first five-year Delivery Plan period to deliver a transformative package of projects designed to improve the place, connectivity, economy, cultural activation and identity of the Royal Docks. In 2020, the former London Economic Action Partnership (LEAP) Board endorsed an extension to the overall delivery plan period in which the £212.5m could be spent to 2033 with the recommendation that a new Delivery Plan be prepared every five years. Since 2018, £96.3m of expenditure has been approved against MD2338 and the Royal Docks team has successfully delivered £44m of project activity up to 2023-24 from the £212.5m budget envelope.

This MD seeks approval for the next five-year Delivery Plan period (2024-25 to 2028-29), with expenditure approval of £64.31m (£21.58m revenue and £42.73m capital), to build on what's been achieved to date and deliver programmes and projects designed to achieve three strategic outcomes: economic prosperity, growth and investment; environment, wellbeing, and community; and culture, identity and perception. Cumulatively, circa £108.31m (£44m spent to date and £64.31m projected) is forecast to be spent by the end of 2028-29 from the £212.5m budget envelope. The ambition is to continue to support the Royal Docks to become a dynamic business, residential and cultural district that contributes significantly to London's economic growth. Under these outcomes, a series of innovative projects will be brought forward through delegated authority to the Executive Director of Housing and Land to approve the income and detailed spending proposals through Director Decision forms.

In accordance with the Royal Docks Enterprise Zone (EZ) Programme Board governance and funding responsibilities, the delivery priorities and investment set out in this MD was considered and endorsed by them on 1 December 2023.

Decision:

That the Mayor:

- approves the strategic outcomes and delivery priorities of the next five-year Royal Docks Delivery Plan period (2024-25 to 2028-29), as endorsed by the Royal Docks Enterprise Zone Programme Board, including an expenditure approval of £64.31m with a £21.58m revenue and £42.73m capital split to fund programmes and projects as set out in this decision form
- approves forward funding of the capital expenditure, and any associated financing costs, by prudential borrowing as necessary in advance of business rates or other income
- delegates authority to the Executive Director of Housing and Land to approve, through Director Decision forms, the income and detailed spending proposals for interventions to be funded
- approves authority to use revenue income up to the maximum value as stated in Part 2 of this MD between 2024-25 and 2028-29 and any surplus or deficit of this income to be accounted for via the EZ Business Rate reserve. Further approval will be sought at the end of the five years via the authority's decision-making process on the plans for use of any balance left on the EZ Business Rate reserve.

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:



Date:

29/2/24

PART I – NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR

Decision required – supporting report

1. Introduction and background

- 1.1. The Royal Docks is one of London's largest regeneration and investment opportunities, at the centre of an expanding east London region. Once the UK's gateway to world trade, today the Royal Docks is re-emerging as a major new business and visitor destination, with approximately £5 billion worth of investment planned over the next 20 years, delivering up to 36,000 new homes, 55,000 new jobs and up to 4 million square feet of commercial space.
- 1.2. Major anchor organisations such as Tate & Lyle, ExCeL, London City Airport and the University of East London (UEL) are located in the Royal Docks, making it a strategically important economic centre for London. City Hall relocated to the area in 2022, signalling a substantial realignment of the city's cultural, economic and political centre of gravity eastwards.
- 1.3. At over 900 hectares of land, the Royal Docks and Beckton Riverside is vast, with 91 hectares of impounded water and 12 miles of prime waterfront. It sits at the confluence of two growth corridors; an Opportunity Area; and London's only Enterprise Zone (EZ). These factors make it poised for rapid growth. It consists of six distinct waterfront neighbourhoods, in one of the UK's youngest and most diverse areas. Over 175 hectares of land are in public ownership. The GLA is bringing forward eight major development sites, representing a mix of residential, commercial and industrial development. The London Borough of Newham (LBN) is leading a major estate regeneration programme at Canning Town and Custom House.
- 1.4. The Mayors of London and Newham have jointly been delivering the regeneration of the area through its EZ status, funded through the ringfencing of business-rate income collected within the EZ since its inception. The area's designation as an EZ has helped unlock significant public-sector investment and the establishment of a dedicated Royal Docks delivery team that is helping to coordinate the area's comprehensive redevelopment.
- 1.5. The former London Economic Action Partnership (LEAP) Board endorsed the Royal Docks Delivery Plan in June 2018. The Mayor (under cover of MD2338) approved an expenditure envelope of up to £212.5m for the first five-year Delivery Plan period to deliver a transformative package of projects designed to improve the place; connectivity; economy; cultural activation; and identity of the area.
- 1.6. Since then, the delivery context has changed significantly. The regeneration of the Royal Docks is now taking place against the backdrop of Brexit, COVID-19, a period of high inflation resulting in the cost-of-living crisis, and widening inequalities, which will continue to impact the London economy and communities of the Royal Docks for many years to come. Individually and collectively, these drivers have had a material impact on the Royal Docks delivery programme and the anticipated EZ business rates income projections which underpinned the £212.5m Delivery Plan funding package.
- 1.7. In light of this, in 2022, LEAP endorsed an extension of the five-year Delivery Plan period in which the £212.5m could be spent to 2033, to mitigate short-term risks in forecast EZ business rates income and ensure programme activity aligned with the delivery of key development sites. The revised quantum, type and delivery timeframe of commercial space meant it was appropriate to extend and amend the Delivery Plan activity in response.
- 1.8. As London's only EZ, the Royal Docks continues to provide an attractive and incentivised home for businesses and innovators, driving forward London's and Newham's economic recovery. All investment into the area is marshalled into rebuilding a better, fairer and more sustainable city.
- 1.9. The recently adopted Royal Docks and Beckton Riverside Opportunity Area Planning Framework (OAPF), prepared by the GLA, identifies the significant potential for further development in the wider area. But it also identifies a requirement for greater coordination of the delivery and funding of infrastructure and regeneration activity across the six neighbourhoods in the Royal Docks. The interim delivery oversight for the OAPF currently sits with the Royal Docks EZ Programme Board.

- 1.10. Within the OAPF area, there is significant delivery momentum – as highlighted by strong residential delivery and pipeline (6,000 residential completions, 3,000 under way and 17,000 approvals). Approximately £2bn of external investment is expected over the next five years. Combined with its existing and significant assets and anchors, this pipeline presents a strong comparative advantage compared to other opportunity areas in London.
- 1.11. A core area of focus for the RDT, over the coming five years, is to work with key partners and local people to ensure that: this £2bn investment realises the Royal Docks’ full potential; and the area’s growth is inclusive and benefits everyone. The next five-year Delivery Plan builds on this momentum and its existing successes, reinforcing the importance and value of the Royal Docks for London and Londoners.

Delivery progress

- 1.12. The first five years of the Royal Docks programme has set strong strategic foundations for long-term regeneration and development across the Royal Docks area. Since 2018, £96.3m of expenditure has been approved against MD2338. The RDT has successfully delivered £44m of project activity up to 2023-24 that has helped to improve the overall environment and quality of life in the six neighbourhoods.
- 1.13. The Royal Docks Five-Year Strategic Review in 2023, as endorsed by the Royal Dock EZ Programme Board, identified a breadth of delivery achievements to date, and positive momentum in terms of the overarching economic traction of the area as measured by the growth in population and the number of jobs and businesses across the area.
- 1.14. Underpinning these achievements, the RDT has established itself as a visible delivery presence. The team’s ability to adapt to changing circumstances has been a considerable area of strength; the turbulent external context has meant that the team has needed to be continually flexible and adaptive, evolving the focus and scope of delivery on an ongoing basis.

Key delivery achievements to date

- 6,000 homes completed, of which 1,398 were affordable and another 3,000 are under construction.
- 40,000sqm commercial space completed with 25,000 sqm under construction.
- £37.4m invested across more than 20 public realm projects across the Royal Dock improving quality and sense of place.
- £4.4m invested in ‘good growth’ projects delivering new spaces for work, education and participation.
- New cultural infrastructure and activities opened including The Factory, Brunel Street Works, At the Docks summer programme, and ExCeL’s dockside immersive offer.
- Over 270 cultural projects produced by the RDT, made with local artists and communities profiling Royal Docks cultural offer, attracting over 300,000 attendees.
- A new, award-winning brand and identity.
- More than 200 community engagement events delivered.

2. Objectives and expected outcomes

Royal Docks Delivery Plan 2024-2029

- 2.1. The 2024 Royal Docks Delivery Plan responds to the London, national and international economic, environmental and social contexts. A refreshed approach has been developed for this Delivery Plan,

with delivery structured around three strategic outcomes. The Five-Year Strategic Review and UCL's Ten-Year Study on Prosperity in East London, including the Royal Docks, have helped shape the delivery priorities and key recommendations for this Delivery Plan period.

- 2.2. While navigating a period of economic uncertainty, and providing a more sustainable funding position, this Delivery Plan adopts a more targeted delivery approach, focusing activities and the RDT's efforts towards areas and neighbourhoods that offer the greatest potential for helping to unlock and support development. This recognises the scale and complexity of the Royal Docks, and the need to focus investment and resources in a way which delivers the most impact.
- 2.3. The six waterside neighbourhoods around which delivery will focus are: Canning Town (including the City Hall Quarter (CHQ)), Silvertown, Royal Albert, Custom House, North Woolwich and Beckton Riverside. Each of these neighbourhoods has a different character and set of contexts. Significant delivery milestones are expected in each of the six neighbourhoods over the coming five years. The role of the RDT will vary from neighbourhood to neighbourhood as it shifts between roles from lead through to partner or facilitator.
- 2.4. Over the next five years, the Royal Docks will move towards becoming a key driver of change for London and a recognised location for global business. Central to the RDT's success will be to build critical mass and a strong sense of place for the Royal Docks, to genuinely embed environmental and social values, and to embrace an agile approach to planning, collaboration and delivery.

Expected five-year delivery outcomes

- Over £2bn of external investment expected across the area.
 - Over 100,000 sqm of new commercial space across a mix of uses, with enough capacity to support over 3,000 new jobs.
 - Over 2,300 new homes completed, of which 1,000 will be affordable; and at least another 2,000 new homes started.
 - Secure investment and unlock further development capacity at Royal Albert Dock (RAD) and CHQ.
 - Completion of the £25m North Woolwich Road Corridor project, creating new public spaces and improving walking, cycling and street environment.
 - Over £5m to be invested in 'good growth' projects delivering new spaces for work, education and participation.
 - Attendance at Cultural Placemaking events across the Royal Docks reaching 1m per annum.
 - Over 60 community-led projects to be delivered.
- 2.5. The Delivery Plan 2024-29 is designed to achieve three strategic outcomes, with programme and project delivery structured around the following delivery objectives:
 - Outcome 1: Prosperity, growth and new investment - The Royal Docks fulfils its potential as a thriving residential and business district: a focal point for investment and collaboration that makes a significant contribution to London's growth aspirations and overall competitiveness.
 - Outcome 2: Environment, wellbeing, community - The Royal Docks sets standards for social and environmental responsibility: a place that prioritises the wellbeing and prosperity of its communities and is recognised as a leader and innovator in sustainable forms of growth and investment.

- Outcome 3: Culture, audiences, identity and perception - The Royal Docks is perceived as a distinctive and attractive place to live, work and visit – renowned locally, nationally and globally as a place of energy and excitement, and as a home for enterprise, creativity and culture.

Outcome 1: Delivery objectives

Drive investment

- 2.6. The RDT will work with partners to strengthen the area's economic identity, building the excitement and confidence needed to encourage new inward investment. Over the next five years, approximately £2bn is being invested by partners into key strategic projects – including the ExCeL extension, the new Silvertown Bridge across Royal Victoria Dock, and the Silvertown Tunnel. These will be major drivers of growth. The RDT will also unlock further investment, through targeted industry and investor engagement. This includes a partnership with Opportunity London to profile and secure development partners for two flagship sites – RAD and CHQ – so that the RDT can bring forward these sites and create the new homes, jobs, and low-carbon infrastructure that the area needs.

Build new places to work and enjoy

- 2.7. Over the next five years, the RDT will work with partners to deliver 100,000 sqm of new affordable workplaces, leisure, and community facilities – across a range of type, tenure, and styles. Key priorities include the delivery of a new economic vision and strategy for CHQ to bring forward its redevelopment into a major commercial and leisure hub; procuring a new development partner and meanwhile strategy for RAD; completing the refurbishment of Compressor House into a new digital/cultural hub; and continued partnership working with UEL to further embed the Royal Docks Centre for Sustainability into the local area. A new food and beverage (F&B) programme will also be developed to enhance the quality and accessibility of F&B amenities in the area, including more community growing and infrastructure for markets, under a broad banner of a sustainable food ecosystem. In total, over £5m will be invested in 'good growth' projects delivering new spaces for work, education, and participation. Together with new cultural and hospitality provisions around the western end of ExCeL, the delivery of these new spaces and leisure facilities will have a significant positive placemaking impact and economic boost.

Grow the business ecosystem

- 2.8. At least 120 new businesses will locate in the area by 2029. The RDT will work with partners to attract pioneering businesses that put people and the planet centre stage. This includes expanding the number of signatories to the Royal Docks Living Wage Place programme so that people are paid a fair wage. The RDT will facilitate business collaborations and clusters; through a new business networking group; and provide targeted support and stimulus to help businesses innovate and grow – with a focus on the creative, green tech and social enterprise sectors. This includes the launch of a new Mass Challenge programme in the Royal Docks – an artificial intelligence business accelerator programme, which will be delivered in partnership with UEL, the Bühler Group and Siemens. The RDT will also deepen its partnership working with Newham Chamber of Commerce, Stratford Business Improvement District, and other trade bodies/business groups across east London region, to ensure the Royal Docks business eco-system builds on synergies and strengths across the region.

Create good-quality jobs

- 2.9. By 2029, more than 3,500 new jobs will be created in the area – many of these will be professional and highly skilled roles. There will also be approximately 30,000 construction roles across the various development sites. The RDT will support development partners with the delivery of their commercial strategies – to attract the right mix of occupiers and businesses that will deliver secure, high-quality jobs. The RDT will also work with development partners and employment agencies (such as Our Newham Works) to ensure a smooth pipeline of local people into construction and other technical roles. Working with UEL and the new Royal Docks Sustainability Centre, the RDT will also help broker partnerships between local schools, businesses, and industry to nurture new jobs that will pioneer new clean tech and climate solutions.

Support career pathways

- 2.10. The RDT will ensure that the expanding Royal Docks economy builds community wealth by investing in the talent and potential of local people. This includes equipping them with the skills and experience they need to access jobs in the area's key growth sectors. The Royal Docks Centre for Sustainability will be at the forefront of this building industry leading green technology and climate innovation skills. Compressor House will also open as a Newham Sparks Digital Hub, delivering high-quality digital and data skills training. A further round of the Royal Docks Internship Programme will fund year-long internships in the creative, digital and green tech sectors, for local young people aged 18-30. The RDT are also supporting the rollout of a new Creative Producers programme, led by Creative Newham, to support local young people to gain the skills and practical experience they need to become the Royal Docks Creative Producers of the future.

Outcome 2: Delivery objectives

Build more affordable homes

- 2.11. The Royal Docks and Beckton Riverside OAPF sets a housing target of 36,000 new homes; both the London Plan and the LBN draft Local Plan set a strategic target of 50 per cent of this to be affordable, subject to viability. The RDT will continue to work proactively with developers and investors across the area to not only deliver more affordable homes but also enable new tenure delivery to meet more targeted needs. Over the next five years, approximately 2,300 new homes will be built in the Royal Docks, of which 1,000 will be affordable. The RDT will not directly fund the new affordable homes in the Royal Docks; but will use its role in managing the GLA's land portfolio to work with partners to identify and bring forward surplus public land, where there is development capacity.

Enhance social and green infrastructure

- 2.12. The Royal Docks as an area has historically lacked good social infrastructure and community amenities. In recent years, new cultural and community spaces have opened, including new play and green spaces. However, an additional 100,000 residents are projected to live in the Royal Docks in the future, which will require substantial investment in new social infrastructure. Due to commence within the Delivery Plan period are new primary schools at Thameside West, Silvertown, and Beckton Riverside; several health centres; a community centre and meanwhile activity in each new development; and a significant amount of new public walking routes, parks, and squares, including a new four-acre park in Thameside West. Therefore, over the next five years, the RDT will work with LBN and key partners to develop a joint Social Infrastructure Funding and Delivery Plan – so that the location and timing of new infrastructure across the area is carefully planned, coordinated, and delivered to meet the growing community's needs. The RDT will also agree an implementation plan with developers, LBN and other stakeholders on the location, funding, and timescale for essential transport infrastructure investments, including DLR upgrades to Pontoon Dock station; and the Royal Docks Corridor improvement scheme.
- 2.13. The RDT will work with partners to support the delivery of Mayoral policies and targets, including increasing tree canopy cover and green cover, to ensure the Royal Docks contributes to the London target of over 50 per cent green cover by 2050. The RDT will also ensure that Biodiversity Net Gain and Urban Greening Factor requirements are delivered on all development sites. Additionally, these efforts will be aligned with the statutory Local Nature Recovery Strategy for London, which is currently under development.

Respond to the climate emergency

- 2.14. The RDT, in collaboration with partners, will integrate climate adaptation measures into the built environment to help mitigate climate risks and support the delivery of Mayoral policies and targets related to water, flood risk and heat. This includes working with partners to implement all recommendations from the GLA's Royal Docks and Beckton Riverside Integrated Water Management Strategy (IWMS) for the Royal Docks and Beckton Riverside OAPF area. The focus will be on enhancing "blue green infrastructure" across the area to ensure sustainable water management,

reduce sewer overflows, and adapt to future climate changes. Furthermore, the RDT will facilitate the continued implementation of the IWMS, ensuring ongoing adaptation and resilience.

- 2.15. As an area vulnerable to flood risk from the Tidal River Thames, the RDT will work with partners within the six waterside neighbourhoods to integrate adaptation strategies for tidal flood risk and the Riverside Strategy approach. The RDT will also identify opportunities to incorporate the broader benefits outlined in the recently updated Thames Estuary 2100 Plan.
- 2.16. The RDT will help coordinate significant investments to advance low-carbon initiatives. These include collaboration with The Silvertown Partnership and EON to establish a new low carbon heat network at Silvertown, and with UKPN to construct a new primary substation at Beckton Riverside. This substation will not only increase electricity capacity but also facilitate a transition to renewable energy sources. Additionally, ExCeL is targeting a BREEAM rating of 'Excellent' for its new extension, ensuring 100 per cent of its electricity comes from renewable sources and offsetting its gas supply to achieve carbon neutrality.
- 2.17. The RDT will continue to invest in public transport improvements over the next five years to support more active travel. This will include extended bus routes, upgrades to DLR stations and the creation of more pedestrian-friendly streets as part of the Royal Docks Corridor improvement scheme. Additionally, the RDT will advocate for increased green infrastructure and food resilience, through meanwhile use opportunities, the new F&B programme, and continued support for LBN's People Powered Places programme, which is already nurturing new, community-led growing projects, such as 'Over the Tracks'.
- 2.18. The RDT is committed to fostering a green tech cluster in the Royal Docks. By leveraging the Royal Docks Centre for Sustainability, utilising existing commercial spaces and creating new opportunities, the Royal Docks is poised to be a key player in advancing London's green tech sector and addressing the city's climate emergency.

Build community health and wealth

- 2.19. In addition to physical regeneration, over the next five years, the RDT will work with partners to further embed a fair living wage culture within the area's business community and, to widen commitment to LBN's Community Wealth Building pledge. This includes improving access to highly skilled jobs and training opportunities for local people and disadvantaged communities. The RDT is currently partnering with and co-funding UCL's Institute for Global Prosperity on the Prosperity in East London study (running from 2021 to 2031), tracking the prosperity of over 4,000 households in 15 regeneration areas. The resulting pioneering model, baseline and evidence base, co-produced with Citizen Scientists, will inform the Delivery Plan to enable hyper-local targeting of regeneration investment towards tackling poverty and inequality; and supporting a good quality of life for Newham and local residents.
- 2.20. LBN experiences poor air quality, particularly near busy roads and in areas of dense construction, which significantly impacts the health and wellbeing of residents. The RDT will work with partners to ensure that new developments and activities contribute positively to the Mayor's air quality targets.

Empower communities

- 2.21. The RDT will support local people to influence the area's ongoing regeneration through resident participation groups and a public engagement programme, which champions co-design). This includes the facilitation of several groups and forums, such as the Royal Docks Networking Forum, the Developers Forum, a new Sustainability Network, Dock Local Panel and Creative Connectors. The RDT will continue to fund LBN's People Powered Places programme and provide opportunities for communities in the Royal Docks, to directly deliver projects that will improve quality of life in the local area.

Outcome 3: Delivery objectives

Raise profile

- 2.22. An ambitious programme of private/public investment and regeneration into the area's six neighbourhoods is forecast over the next five years. The RDT plans to work with partners and the local community to showcase and realise this exciting transformation – raising awareness of the area's regeneration potential and strengthening perceptions of the Royal Docks as a desirable place to live, work and visit. The relocation of City Hall and arrival of the Elizabeth Line have helped to boost the area's profile in recent years. However, against a backdrop of significant macro-economic turbulence, the Royal Docks needs to work hard to build a coherent and credible image that attracts investment and people. This will include investment promotion initiatives; industry partnerships; destination marketing and visitor attraction campaigns; community engagement; and continued investment in the area's brand.
- 2.23. By establishing a new Placemaking Partnership involving development partners and key stakeholders like ExCeL, TfL, and UEL, the RDT will coordinate and facilitate joint efforts in promoting the Royal Docks and developing its cultural, leisure and economic offer. This includes evolving the area's narrative, boosting investment appeal through industry partnerships and promotional campaigns and expanding cultural and leisure activities to attract more visitors. The RDT will also relocate the Royal Docks model to Compressor House to facilitate community engagement and showcase the area's development. These comprehensive activities are designed to position the Royal Docks as a competitive, inclusive and sustainable destination within London.

Attract and engage people

- 2.24. The Royal Docks is currently home to 65,000 people. Through London City Airport and ExCeL alone it attracts millions of visitors each year. In recent years, new audiences have been attracted to the area with the arrival of City Hall. However, to achieve its potential, the Royal Docks needs to develop a more diverse and daily offer, with enhanced amenities and a greater cultural, social and leisure provision. The RDT will collaborate with cultural partners to develop this offer by creating cultural placemaking projects, programmes, and frameworks such as At-the-Docks.
- 2.25. Working with developers, landlords and the Royal Docks Management Authority (RoDMA), the RDT will further expand the offer by inviting incoming events such as the E-Bike Grand Prix and meanwhile activities, located in key Royal Docks neighbourhoods. This will support placemaking and build the area's culture and leisure offer. The RDT will also work with RoDMA to launch and pilot projects for On the Royal Docks – the area's plan to activate the dock water with a compelling culture and leisure programme that will establish the Royal Docks as London's international centre for water-based arts and events.

Empower culture and creativity

- 2.26. The three pillars of the Royal Docks Cultural Placemaking Strategy: People, Programme and Place are the foundation of its vision to become London's cultural engine. In the next five years, the RDT will commission and produce new culture projects made in the Royal Docks; provide engagement opportunities for local people; support partnerships, networks and commissions for local creatives; and invest in the talent of young people with opportunities for training, employment and participation.
- 2.27. The Royal Docks Originals biennial festival will unite partners, communities and creatives under the theme of 'transformation'. The festival, produced by the RDT, will include large-scale commissions containing multiple local artist and community engagement opportunities, positioned at strategic locations – one on the water, launching the Royal Docks' water activation strategy, and the other at CHQ. It will provide smaller commissions in partnership with local projects such as Culture within Newham and Newham Heritage Month; and platforms and showcasing that will support emerging practitioners alongside larger Royal Docks cultural providers such as UEL, Broadwick Live, ExCeL and Certain Blacks. The festival will also launch a new multi-year Royal Docks Cultural and Creative workforce trainee agency for local young people, and apprenticeships for Creative Newham Alliance's Cultural Producer project.
- 2.28. Other activities to be delivered include 'Our People and Stories' heritage projects, interconnected with Newham Heritage Month, Compressor House Digital Hub and Canning Town Library; development of a new Public Art steering group for Canning Town/CHQ including The Line; expansion, with

developers, of the Royal Docks Gallery Without Walls hoarding programme; and intersection with opportunities connected to developer milestones, including the new Silvertown bridge across Royal Victoria Dock. Local engagement groups Creative Connectors (residents) and Creative Network (cultural professionals) will continue recruitment and engagement programmes.

Project-level approvals

- 2.29. This MD seeks approval for the next five-year Royal Docks Delivery Plan (2024-25 to 2028-29) with an expenditure approval of £64.31m (£21.58m revenue and £42.73m capital) to fund programmes and projects as set out in this decision form. These projects will be brought forward through delegated authority to the Executive Director of Housing and Land to approve the income and detailed spending proposals through DD forms. Further information on the Delivery Plan budget profile and expenditure breakdown is in Part 2 of this decision form.
- 2.30. The DD forms for project-level approvals will be brought forward under the three strategic outcomes and the delivery objectives as set out from paragraphs 2.5 to 2.28 in this decision form. The delivery programme for each strategic outcome will initially be endorsed by the Royal Docks EZ Programme Board via a detailed business case, which will define the key aspects of project delivery; and will form the basis for its management and the assessment of overall success. The business case will set out, for each project, the scope; outputs; programme; risks; requirements for resources; budget; stakeholder engagement; governance and procurement methods. Once endorsed by the Board, individual project-level DD forms will be progressed for each strategic outcome setting out project spends within the five-year Delivery Plan period.
- 2.31. Following this approval, the RDT will begin scoping the procurement approaches and full due diligence for each of the proposed projects. This will ensure that: funding is properly awarded; they comply with the GLA's equality policy and Subsidy Control principles; and they represent value for money. This will be done in conjunction with TfL Procurement as per the GLA Contracts and Funding Code. This scoping work will be reflected in the individual project-level DD approval forms.
- 2.32. This due diligence will be supported by TfL Legal (with external appointments if needed), who will review legal considerations within the relevant projects as required to ensure their integrity and validity. Considerable work will also be carried out by teams within Housing and Land, and Finance.
- 2.33. In some instances, it will be appropriate, following due diligence, for amendments or changes to be made to the proposed projects and budget movements between strategic outcomes as framed within Part 2 of this decision form. Under delegated authority, the Executive Director of Housing and Land will be able to approve such matters through a DD approval. Funding agreements will also need to be structured to allow flexibility within the agreed interventions to allow re-profiling across the available funding and outputs to occur, providing the overarching funding envelope agreed through this MD is not exceeded. An increase in budget requirement beyond the agreed envelope within this approval would trigger a revised MD to approve it.
- 2.34. Following this approval, capital expenditure on key projects will be necessary in advance of sufficient business rate income being generated to pay for such expenditure. Therefore, a funding mechanism is required through prudential borrowing to forward fund the cash flow for the capital projects. This will be repaid from business rates generated over the life of the EZ. The funding strategy for the Delivery Plan as agreed with GLA Finance is detailed in Part 2.

Governance arrangements

- 2.35. As the LEAP Board was formally dissolved in March 2023, the strategic oversight of the Royal Docks EZ now sits with the Royal Docks EZ Programme Board. The GLA (as the accountable body) and LBN agreed to establish the Royal Docks EZ Programme Board as the primary governance body, acting as the senior-level forum to drive the continued regeneration and economic-growth opportunities in the Royal Docks.
- 2.36. The Board members were reappointed to run until the end of the current Mayoral term. Membership will be reviewed after the 2024 Mayoral election. The Board is responsible for: the implementation of

the Royal Docks Delivery Plan; monitoring programme and project delivery; and making recommendations on the allocation of funding generated by the uplift in business rates income through the EZ business rates retention scheme. The interim delivery oversight for the OAPF currently sits with the Royal Docks EZ Programme Board.

- 2.37. A Royal Docks Networking Forum has also been established as a joint public and private sector partnership forum for the GLA and LBN to formally engage and update key development partners and local stakeholders on activities being undertaken within the Royal Docks.
- 2.38. These governance arrangements will ensure that the Royal Docks EZ Programme Board will strategically steer, and recommend endorsement of, the Delivery Plan every five years, with final approval taking the form of an MD.

3. Equality comments

- 3.1. Section 149(1) of the Equality Act 2010 provides that, in the exercise of their functions, public authorities must have due regard to the need to:
 - eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 3.2. Protected characteristics under the 2010 Act are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and marriage or civil partnership status (the duty in respect of this last characteristic is to eliminate unlawful discrimination only).
- 3.3. An Equality Impact Assessment (EqIA) was prepared in 2023 to support the development of this new Royal Docks Delivery Plan. As the 2024 Delivery Plan was developed as a continuation of the Royal Docks programme, the EqIA sets out how the proposed programme of activity might impact different groups, including those who share protected characteristics.
- 3.4. The EqIA assessment makes recommendations for how any potential adverse equality effects may be mitigated, and any potentially positive equality effects enhanced. These recommendations were used to inform the 2024 Delivery Plan, with further detail about how they may be actioned and monitored.
- 3.5. Equality issues related to individual projects will be further considered in the preparation of each business case and DD form for projects. Comments will be provided on each published decision form as they come forward.
- 3.6. Additionally, the proposed programmes of activity within the 2024 Delivery Plan will deliver against a range of Mayor of London policies and diversity commitments (see paragraphs 4.1 to 4.7); and are aligned with the Mayor's Equalities Framework to consider the requirements of relevant equalities groups.
- 3.7. This decision is therefore expected to have positive impacts on persons with a protected characteristic under the Equality Act.

4. Other considerations

Links to Mayoral strategies and priorities

- 4.1. The Royal Docks delivery programme will also help deliver the following Mayoral policies and strategies:

- the Mayor's Skills for Londoners Strategy
- the Mayor's Equality, Diversity and Inclusion Strategy, Inclusive London
- the Mayor's London Health Inequalities Strategy
- the Mayor's Economic Development Strategy for London
- the London Plan
- Culture for All Londoners
- the London Environment Strategy.

- 4.2. The overall objective of this approval is to accelerate and maximise the regeneration of the Royal Docks and the wider Opportunity Area. The OAPF sets out the capacity for maximised land use and growth, in accordance with the London Plan and A City for All Londoners, and the programmes outlined in this MD are expected to support and intensify the objectives of the OAPF. The three strategic outcomes and the delivery objectives set out a framework for the development of economic, environmental, transport and social infrastructure in the Royal Docks. This will in turn unlock housing opportunities, and accelerate housing delivery, on the surrounding development sites and the wider OAPF area.
- 4.3. The Royal Docks Internship Programme, the Cultural and Creative Workforce Trainee Agency, and apprenticeships for Creative Newham Alliance's Cultural Producer project aim to improve opportunities for local young people who are disadvantaged in the labour market. Almost all the potential participants in these programmes will have one of the protected characteristics listed above. The delivery objective to support carer pathways will provide a range of groups, particularly the most disadvantaged young people not currently receiving sufficient support into employment. It will also support Londoners in low-paid/low-skilled jobs.
- 4.4. The Royal Docks GGF will continue to support the delivery of significant and catalytic projects rolled out as a targeted area programme under the GLA's London-wide GGF. It therefore shares the strategic Mayoral priority themes (Empowering People, Making Better Places and Growing Prosperity) and supports their actions, e.g., developing civic infrastructure; backing small business; securing and creating workspace; driving innovation; building skills and employability; delivering community-led regeneration; enhancing public space; and sharing cultures.
- 4.5. The placemaking and public realm improvement projects in the Delivery Plan fit with the Mayor's Healthy Streets approach. The environment for pedestrians and cyclists is presently poor – reflecting the industrial uses still in existence in the area. There is a significant opportunity to rectify this through well-designed streetscape and public realm improvements that encourage walking, cycling and better public spaces for people to interact. Focused investment throughout North Woolwich Road and transformation of the dock edge will improve the local environment and user experience across the Royal Docks.
- 4.6. The Cultural Placemaking projects in the Delivery Plan strongly align with the Mayor's Culture Strategy. Cultural placemaking is critical to the success of the development of the Royal Docks and will be used to bring the Royal Docks to life through social integration, culture and heritage, sports and leisure, food and beverage, and events programming. The Royal Docks presents a unique opportunity to establish a distinctive, world-class cultural destination in London, where culture is woven across 260 hectares of land and water. The cultural and events programming in the Royal Docks will play a significant part in bringing people of all backgrounds together. Cultural activities will be used as a platform to strengthen diversity and create opportunities to tighten the bonds between different diverse groups. Significant investment in the Delivery Plan will be planned to ensure community engagement through cultural, educational, and social programmes.
- 4.7. Detailed outputs, in the form of key performance indicators, are set out in the Royal Docks Success Framework to ensure the projects meet the Mayor's objectives. The delivery objectives under

Outcome 1 will help to reduce the employment and qualifications gap rate between the 'growth boroughs' and the London average; and improve the social and economic chances of residents of LBN and the surrounding areas. The Delivery Plan projects will identify and secure the resources to deliver priority infrastructure and interventions that will enhance the jobs and wider opportunities available to local residents and Londoners. It will also boost access to new business, cultural, educational and community facilities.

- 4.8. There are no conflicts of interest to declare from anyone involved in the drafting or clearance of this Decision form.

Key risks and issues

- 4.9. The RDT will continue to undertake annual updated assessments of the EZ business rates forecasts throughout the duration of the Delivery Plan period to track and analyse income and expenditure projections.
- 4.10. A strategic review will also be carried out of the Delivery Plan every two years. The first one will be in Autumn 2026, after two years of delivery. This will form part of the mid-point assessment of the Delivery Plan programmes and projects. The RDT will undertake another independent five-year strategic review at the end of this five-year Delivery Plan period, to inform the preparation and development of the next five-year Delivery Plan.
- 4.11. This will provide a comprehensive programme impact assessment against the aims and ambitions of the Delivery Plan. This will include all the evidence collected to date, quantitative and qualitative; assessment of the three strategic outcome delivery areas (including progress and impact, area impact and change); approvals and expenditure to date; external stakeholders' perceptions of the programme and impact; lessons learned; and priorities and recommendations for the next five-year delivery programme.
- 4.12. At each review point, there will be an option for the Royal Docks EZ Programme Board to recommend the deferral or reduction of certain project expenditure, based on the annual financial assessments of income forecasts, development progress and impacts achieved. A recommended deferral or reduction by the Board of project expenditure under any of the strategic outcomes would trigger a revised MD to approve it.
- 4.13. Further information on key risks and issues is detailed in Part 2 of this decision form.

5. Financial comments

- 5.1. Mayoral approval is sought for the delivery of the five-year Royal Docks Delivery Plan from 2024-25 to 2028-29, as endorsed by the Royal Docks EZ Programme Board. Approval is also sought for the Delivery Plan expenditure of £64.31m, of which £21.58m will be for revenue expenditure and £42.73m will be for capital expenditure. An analysis of the profile for the five-year plan is set out in Part 2 of this decision form.
- 5.2. This decision is an update to the original MD2338. The Delivery Plan is based on the assumption that sufficient business rates will be generated in the Enterprise Zone to fund the delivery programme. However, due to current economic uncertainty, volatility in the market, and the complexity of the programme, as set out in paragraph 6 in Part 2, and adopting a cautious approach, the Delivery Plan will cover a period of five years from 2024-25, and another subsequent five-year Delivery Plan will follow, until the programme ends. The Royal Docks team also commissioned an annual review of the expected income, and the findings of the review, together with other assumptions were used to stress test the Delivery Plan budget profile up to 2028-29.
- 5.3. This MD also seeks approval for forward funding of the capital expenditure and any associated financing costs by prudential borrowing as necessary in advance of business rates or other income; and delegates authority to the Executive Director of Housing and Land to approve, through Director Decision forms, the income and detailed spending proposals for interventions to be funded.

- 5.4. Mayoral approval is also sought for authority to use revenue income up to the maximum value as stated in Part 2 of this MD between 2024-25 and 2028-29 and any surplus or deficit of this income to be accounted for via the EZ Business Rate reserve. The overall income will be closely monitored against the forecast across the years of the programme and any surplus over and above the estimated income will not be brought into this reserve. Any deficit overall against this income target should also be reported with a mitigation plan and details on how the expenditure will be funded. Further approval will also be sought at the end of the five years via the authorities decision making process on the plans for use of any balance left on the EZ Business Rate reserve.
- 5.5. The risks associated with this programme and the impact have been assessed and are outlined in Part 2 of this decision form.
- 5.6. The 2024-25 budget setting process has accounted for these revenue and capital expenditure and funding projections, and this will be subject to final 2024-25 budget approval. Should there be any changes to the future years budget, then this will need to be reviewed and approved via the annual budget setting process, therefore, appropriate break clauses should be in contracts, should the budget and funding situation change in future years.

6. Legal comments

- 6.1. The foregoing sections of this report indicate that the decisions requested of the Mayor concern the exercise of the GLA's general powers, falling within the GLA's statutory powers to do such things considered to further or that are facilitative of, or conducive or incidental to, the promotion of economic development and wealth creation, social development and the improvement of the environment in Greater London. In formulating the proposals in respect of which a decision is sought, officers have complied with the GLA's related statutory duties to:
- pay due regard to the principle that there should be equality of opportunity for all people
 - consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom
 - consult with appropriate bodies.
- 6.2. In taking the decisions requested, the Mayor must have due regard to the Public Sector Equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity between persons who share a relevant protected characteristic (age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation) and persons who do not share it and foster good relations between persons who share a relevant protected characteristic and persons who do not share it (section 149 of the Equality Act 2010). To this end, the Mayor should have particular regard to section 3 (above) of this report.
- 6.3. All procurements of works, services and supplies required must be procured in accordance with the GLA's Contracts and Funding Code; and, where the value exceeds £150,000, in accordance with the Public Contracts Regulations 2015 (the Regulations). Furthermore, officers must liaise with TfL's procurement and supply chain team, which will determine the detail of the procurement strategy to be adopted in accordance with the Contracts and Funding Code and the Regulations. Officers must ensure that appropriate contractual documentation be put in place and executed by chosen service provider/supplier and the GLA before the commencement of the attendant works, services or supplies.
- 6.4. Sections 1 and 2, above, indicate that the contribution of part of the sum sought amounts to the provision of grant funding and not payment for works, supplies or services. Officers must ensure that the funding be distributed fairly, transparently, in accordance with the GLA's equalities and with the requirements of section 12 of the GLA's Contracts and Funding Code.

6.5. Furthermore, officers must ensure that an appropriate funding agreement be put in place between and executed by the GLA and the recipient before: any commitment to fund is made; and funding is paid to the recipient.

7. Planned delivery approach and next steps

7.1. The project will be delivered according to the following timetable

Activity	Timeline
Two-year programme delivery DD approvals	March 2024
Royal Docks Delivery Plan start date	April 2024
Delivery end date	March 2029

Appendices and supporting papers:

Appendix 1 – Royal Docks Delivery Plan

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will be published either within one working day after it has been approved or on the deferred date.

Part 1 – Deferral

Is the publication of Part 1 of this approval to be deferred? YES

If YES, for what reason: To align with the launch of the Delivery Plan at a stakeholder event with key partners.

Until what date: 07 March 2024.

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under the FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – YES

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Shelim Shakir has drafted this report in accordance with GLA procedures and confirms the following:

✓

Sponsoring Director:

Tim Steer has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

Mayoral Adviser:

Tom Copley has been consulted about the proposal and agrees the recommendations.

✓

Advice:

The Finance and Legal teams have commented on this proposal.

✓

Corporate Investment Board

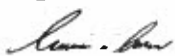
This decision was agreed by the Corporate Investment Board on 12 February 2024.

✓

INTERIM CHIEF FINANCE OFFICER:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature:



Date:

21/02/2024

CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor.

Signature:



Date:

13/02/2024

