

GREATER LONDON AUTHORITY

REQUEST FOR DIRECTOR DECISION – DD2792

Royal Docks Sector Development Programme 2026-29

Programme: Building More Homes

Executive summary:

In 2024, in Mayoral Decision (MD) 3230, the Mayor approved spending up to £64.31 million for the 2024-29 Royal Docks Delivery Plan. This was to deliver projects supporting three strategic outcomes:

- economic prosperity, growth and investment
- environment, wellbeing and community
- culture, identity and perception

MD3230 also delegated approval to the Executive Director of Housing and Land for project-level spend within the Delivery Plan.

This Director's Decision seeks approval to spend up to £707,500 revenue expenditure, to fund the delivery of the Royal Docks Sector Development Programme between 2026-27 and 2028-29. The programme will support the growth of priority sectors across the Royal Docks, including culture and creative industries, and the experience economy; food and beverage; and frontier innovation. This work will help to strengthen investment activity; support business growth; and reinforce the Royal Docks' status as a competitive destination for leisure, investment and enterprise.

The proposal forms part of the next phase of the Royal Docks Delivery Plan. It was endorsed by the Royal Docks Enterprise Zone Programme Board on 24 March 2026.

Decision:

That the Executive Director of Housing and Land approves up to £707,500 revenue spend to deliver the Royal Docks Sector Development Programme between 2026-27 and 2028-29.

AUTHORISING DIRECTOR

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Tim Steer

Position: Executive Director Housing & Land

Signature:



Date: 7 April 2026

PART I – NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. The Royal Docks is one of London’s largest regeneration and investment opportunities. It is 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. This will deliver up to 38,600 new homes; 55,000 new jobs; and up to 4 million square feet of commercial space.
- 1.2. The Mayors of London and Newham have jointly been delivering the regeneration of the area through its Enterprise Zone (EZ) status. This work is 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 has led to a dedicated Royal Docks delivery team that is helping to coordinate the area’s comprehensive redevelopment.
- 1.3. In February 2024, the Mayor (in Mayoral Decision (MD) 3230) approved spending up to £64.31 million for the next five-year Royal Docks Delivery Plan period (2024-25 to 2028-29). This will deliver programmes and projects designed to achieve three strategic outcomes:
 - economic prosperity, growth and investment
 - environment, wellbeing, and community
 - culture, identity and perception.
- 1.4. MD3230 also delegated authority to the Executive Director of Housing and Land to approve (through Director’s Decision (DD) forms) the income and detailed spending proposals for each project being funded within this £64.31 million expenditure budget envelope.
- 1.5. The period 2024-29 marks an exciting chapter in the Royal Docks’ extensive redevelopment. Thousands of new affordable homes and workspaces are being built; a major uplift to the area’s connectivity and public realm is taking place; Excel London’s significant expansion is completing; and unprecedented levels of regeneration and investment signal a step change in the area’s transformation. The Royal Docks Team (RDT) is working with stakeholders and residents to maximise these opportunities. This work will harness the area’s unique qualities, and planned investment, to transform it into an inclusive, sustainable and attractive place to live, work and visit.
- 1.6. The next phase of delivery (2026–2029) is focused on accelerating housing and commercial delivery, while ensuring that growth is supported by high-quality public realm, infrastructure and long-term place stewardship. To achieve this, the RDT is delivering a coordinated programme structured around five interrelated priority areas: Sector Development; Housing Delivery and Development Coordination; Public Realm and Cultural Placemaking (with a focus on Royal Victoria); Place Stewardship and Community Participation; and Marketing and Communications. These programmes are designed to operate collectively, with each contributing to the conditions required for successful development — including strengthening demand, improving place quality, supporting infrastructure delivery and enhancing the Royal Docks’ identity and investor proposition.
- 1.7. The Royal Docks programme supports the Mayor’s programme of *Housing: Building More Homes* by contributing to the delivery of new housing across the Royal Docks. The RDT plays a critical enabling and coordination role, working closely with development partners to unlock and accelerate housing development, support affordable housing delivery and enable build-out across multiple sites. By working in partnership with the London Borough of Newham, developers and stakeholders, the programme helps ensure that new homes are delivered at scale and supported by the conditions required for successful, liveable and sustainable neighbourhoods.

1.8. This DD sets out the case for the Royal Docks Sector Development Programme, one of the five priority programmes described above. This will support the growth of priority sectors across the Royal Docks, including the cultural and creative industries, and the experience economy (CCE); food and beverage (F&B); and frontier innovation (FI). The programme will help strengthen the area's economic ecosystem; support business growth; and attract investment. It will contribute to the Royal Docks' role as a distinctive and competitive place to locate and grow businesses.

1.9. This investment also directly supports the following Mayoral programmes:

- boosting London's growth sectors
- helping local economies to thrive.

It indirectly supports the following programmes:

- supporting Londoners to benefit from growth
- supporting and inspiring young Londoners
- making best use of land
- supporting community, cultural and sporting events in London
- delivering a greener, more climate-resilient London.

1.10. Working closely with key stakeholders, businesses and delivery partners, the RDT will:

- showcase the Royal Docks' unique qualities and identity
- support the growth of priority sectors across the Royal Docks
- strengthen the area's economic ecosystem and business networks
- attract investment and enterprise activity
- position the Royal Docks as a leading destination for innovation, culture and the experience economy.

1.11. The Sector Development Programme will support initiatives including:

- business engagement
- sector-development activity
- support for the CCE
- programmes designed to strengthen the Royal Docks' economic competitiveness and long-term investment appeal.

1.12. This DD seeks approval for up to £707,500 revenue expenditure, to deliver the Royal Docks Sector Development Programme between 2026 and 2029.

2. Objectives and expected outcomes

2.1. The Royal Docks Sector Development Programme will support the growth of priority sectors across the Royal Docks; and strengthen the area's economic ecosystem. The programme focuses on three key sector areas that reflect the Royal Docks' emerging competitive advantages; and support the Delivery Plan outcome of economic prosperity, growth and investment.

- 2.2. Following this approval, the RDT will start full due diligence for the proposed projects. This will ensure that services are properly procured, and contracts are distributed fairly and transparently:
- in accordance with the GLA's equality policy and subsidy control principles
 - in a manner that affords value for money, in accordance with the GLA Contracts and Funding Code (the Code).

This will be done in conjunction with TfL Procurement and TfL Legal.

- 2.3. The programme will deliver targeted activity across three priority sectors: the CCE; F&B; and FI.

Cultural and creative industries, and the experience economy (CCE)

- 2.4. Work in this sector brings together the Royal Docks' economic, cultural and community strategies. It builds on the ambition for the Royal Docks to become London's cultural engine. While public-realm animation is led through the Royal Docks Public Realm and Cultural Placemaking Programme (DD2793), the sector-development work focuses on strengthening culture and the experience economy as drivers of commercial growth; occupier demand; and destination competitiveness.
- 2.5. Since the launch of the Cultural Placemaking Strategy in 2021, sustained investment in creative workspaces, cultural networks, programming and infrastructure has begun to establish a growing and credible cultural ecosystem. This has attracted artists, creative businesses and workspace providers; and significant investment from developers and anchor institutions in both meanwhile and permanent cultural offers. Audience growth has been strong, with ticketed events increasing by over 190 per cent in the last two years. There is, therefore, significant potential to further develop the Royal Docks as a leading cultural and visitor destination within London.
- 2.6. Work in the CCE sector also builds on London's global strength as a cultural capital; and the creative industries' considerable contribution to jobs and economic growth. The Royal Docks is well placed to benefit from this, with strong existing assets including:
- major visitor anchors (for example, Excel London, which attracts over 4 million visitors per year)
 - excellent transport connectivity
 - a growing hospitality offer, including approximately 3,000 hotel beds across 15 hotels.

However, the area requires a more coherent and better integrated offer – particularly at Royal Victoria – to fully realise this potential. Strengthening amenities, improving coordination and creating a clearer sense of place will be critical to achieving this.

- 2.7. Activities will include the following:
- Providing sector insight and strategic leadership across immersive-experience technologies and the hospitality sector to inform future investment in the area – while further developing the cultural ecosystem and the Royal Docks' identity as "London's cultural engine" through a sector-development plan.
 - Managing relationships with key experience-economy stakeholders and partners – including through the Placemaking and Promotion Partnership, and a range of local cultural and hospitality organisations – to deliver coordinated strategic objectives and collective investment.
 - Continuing to strengthen the Royal Docks' cultural profile and positioning, by developing a distinctive proposition within London's wider cultural ecology and visitor economy.
 - Overseeing the strategic growth of cultural infrastructure and creative workspaces, supporting existing provision and exploring opportunities for new spaces.

- Producing the 2027 flagship Royal Docks Originals (RDO) festival – this event, held every two years, delivers economic, placemaking, community cohesion and profile-raising outcomes.
- Supporting the further development of an inclusive cultural ecosystem locally, including business support; inward investment; and a strategic approach to traineeships, jobs and careers in culture and the creative industries.

Food and beverage (F&B)

- 2.8. For commercial, destination, health and community reasons, F&B was identified as a priority theme for the Royal Docks at the start of the current delivery plan. This led to the appointment of a specialist partner to develop a comprehensive F&B strategy for the area. In 2025, the opportunity to relocate Billingsgate and Smithfield wholesale markets to Albert Island reinforced the sector’s importance. The proposed move represents a significant opportunity for the Royal Docks; and could act as a major anchor for the development of a wider food ecosystem, helping to unlock several ambitions in the emerging strategy.
- 2.9. As of early 2026, the immediate priority is to finalise the Royal Docks F&B strategy and accompanying action plan – both of which have been under development since spring 2025. The strategy will set out the long-term vision for food and hospitality in the Royal Docks, alongside a suite of practical projects designed to place F&B at the heart of the area’s transformation. The development of a strong food and hospitality ecosystem will support increased visitor activity; strengthen occupier demand; and contribute to long-term business rate growth within the EZ.
- 2.10. Linked to this is the establishment and ongoing administration of a Royal Docks Food Board. This will act as an advisory forum to support the development of exemplar food-related projects. Given the scale of the wholesale-market opportunity, it is anticipated that this governance structure may operate on a two-tier basis – combining senior political oversight with input from sector specialists and local stakeholders.
- 2.11. Activities are summarised into three core areas:
- Destination development: strengthening the Royal Docks as a food destination, particularly around Royal Victoria and Albert Island. This will be supported by public-realm improvements and place-marketing investment (addressed in other decisions), alongside activities to improve the ongoing management and attractiveness of Royal Victoria.
 - Strengthening the F&B ecosystem: broadening and deepening the food economy to generate direct economic benefit. This includes securing the relocation of the wholesale markets; and developing a wider food identity and cluster linked to this opportunity.
 - Health and sustainability: promoting healthier food choices, supporting sustainability accreditations and exploring opportunities for urban agriculture and local food production.
- 2.12. In the short term, the RDT will be required to act as development lead for the potential relocation of the wholesale markets, while seeking a development partner through the Pagabo Procurement Framework. The next steps for this workstream include:
- implementing the existing planning consent
 - appointing a development partner
 - progressing proposals for a new boatyard on Albert Island.

Frontier innovation (FI)

- 2.13. The FI sector – defined as the process of turning discoveries and inventions into commercial products and services – is emerging as a powerful new growth engine for the Royal Docks. Existing anchors

(such as Bühler UK; Tate & Lyle; the UEL Royal Docks Centre for Sustainability (RDSCS); and the MassChallenge UK accelerator) are helping to establish the foundations of a growing innovation ecosystem – particularly at the eastern end of the Royal Docks.

- 2.14. The live construction of two new data centres will further strengthen the area’s digital and technological capacity. This will support growth in sectors such as the data economy; clean technology; maritime technology; and artificial intelligence. This aligns with the London Borough of Newham’s (LBN’s) ambition to position the borough as the home of London’s data economy, as supported by the Newham Data strategic programme.
- 2.15. The overall ambition is to grow and sustain a recognised innovation cluster within the Royal Docks – one that delivers direct economic benefits for the area, and for London, by creating new businesses, jobs and investment. London’s innovation economy is characterised by a network of clusters, including locations such as White City and King’s Cross. The Royal Docks aims to become an established part of this wider ecosystem over the next three years.
- 2.16. The RDT will support the development of a broad innovation ecosystem in the Royal Docks, building on LBN’s ambitions; and aligning with wider GLA innovation and economic development priorities. This will include defining the Royal Docks’ innovation proposition; identifying priority sectors and audiences; and coordinating activity to support the growth of this emerging cluster.
- 2.17. The RDT will play an important coordinating role, supporting collaboration between universities, entrepreneurs, investors and industry partners. The University of East London (UEL) will remain a key anchor institution in this ecosystem. The RDT will help connect activity across the wider Royal Docks geography – extending beyond the university campus and supporting the growth of a broader innovation district.
- 2.18. Activities will focus on three broad areas:
 - Sustainability: supporting the development of the Royal Docks as a centre for sustainability-led innovation, including collaboration with major anchor partners and aligning with wider environmental and net-zero ambitions.
 - Technology: working alongside UEL and industry partners to strengthen the presence of technology-led innovation in the area, including business location, research activity, product development and the growth of innovation networks.
 - Education and skills: deepening partnerships with UEL, the London Design & Engineering University Technical College (UTC) and other neighbouring institutions to strengthen the skills pipeline, and support pathways into innovation-led sectors.

Expected outcomes

- 2.19. The Sector Development Programme aims to strengthen the Royal Docks’ economic ecosystem; and support the area’s long-term growth and investment potential.
- 2.20. Key outcomes include:
 - increased business activity and sector growth across priority industries
 - stronger networks and collaboration between businesses, creative organisations and innovation partners
 - increased investor confidence in the Royal Docks as a location for enterprise and innovation
 - improved destination appeal through the growth of the experience economy including cultural, creative and hospitality activity

- strengthened economic resilience and diversification across Royal Docks neighbourhoods.

Expected outputs

2.21. The expected outputs are listed in the table below:

Objectives	Indicators	Outputs
Grow the business ecosystem	<ul style="list-style-type: none"> • Number of businesses supported through Royal Docks sector-development programmes • Number of businesses supported through Royal Docks wider programmes • Growth in creative, tech and hospitality sector activity • Increased collaboration between businesses, developers and institutions • Growth in sector networks and partnerships 	<ul style="list-style-type: none"> • Creative workspace growth plan developed in partnership with developers, landowners and workspace providers (year one) • Royal Victoria hospitality development plan agreed through the Programming Group and public-realm coordination programme • Immersive, experience-led and creative industry sector-development plan developed with GLA input • Support for businesses through RDT programmes and networks • Development of sector partnerships across creative industries, innovation and hospitality sectors
Build new places to work and enjoy	<ul style="list-style-type: none"> • Increased number of creative and hospitality businesses in the Royal Docks • Increased use of event and cultural spaces • Improved night-time and experience economy offer 	<ul style="list-style-type: none"> • New commercial premises completed – notably Ada Infrastructure’s data centre campus – providing new commercial floorspace and jobs capacity • Support Lendlease in identifying potential cultural anchor tenant for Millennium Mills • Support Royal Docks Waterways in developing the Floating Wellness offer • Identify opportunities for creative-production facilities and workspace expansion • Event-ready sites identified and promoted, with technical specifications and marketing materials in place
Create new jobs	<ul style="list-style-type: none"> • Increased engagement between employers, education institutions and local communities • Growth in employment opportunities linked to events, hospitality, culture and innovation sectors 	<ul style="list-style-type: none"> • Event-related employment opportunities generated through Royal Docks programming (approximately 3,000 event employment days) • Collaboration with LBN, UEL, London Design & Engineering UTC and sector partners to support skills pathways into innovation, creative and hospitality sectors • Sector partnerships supporting local employment opportunities linked to cultural, hospitality and innovation activity • Oversight of new jobs being realised at Ada Infrastructure, Altitude (RAD phase one), Hallsville Quarter and the RDCS

Objectives	Indicators	Outputs
Empower culture and creativity	<ul style="list-style-type: none"> • Number of creative businesses supported • Number of cultural partnerships formed • Participation in sector networks and industry events 	<ul style="list-style-type: none"> • RDO, supporting approximately 150 creative businesses • Approximately 200 showcasing and marketing opportunities for creative practitioners • 50 cultural partners involved in governance and programme development • 23 annual networking meetings across Royal Docks creative and programming networks
Drive investment	<ul style="list-style-type: none"> • Value of external investment leveraged into Royal Docks programmes • Number of development partners engaged in sector initiatives 	<ul style="list-style-type: none"> • Oversight of almost £1 billion of spend in the wider Royal Docks area • External funding secured for cultural and sector programmes (including partner contributions to RDO and At the Docks) • Continued partnership investment supporting creative workspace, cultural production and hospitality development • Ongoing engagement with developers and institutional partners to support sector growth

3. Equality comments

- 3.1. Section 149(1) of the Equality Act 2010 (the Equality Act) 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
 - 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. The 2024-29 Delivery Plan was developed to continue the Royal Docks programme; as such, the EqIA sets out how the proposed programme of activity might impact different groups, including those who share protected characteristics.
- 3.4. The EqIA 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 2024-29 Delivery Plan, with further detail about how they may be actioned and monitored. Since the project is part of this plan, it is not felt necessary to prepare another EqIA report.
- 3.5. Strategic projects relating to the Royal Docks Delivery Plan will directly contribute to the Mayor of London's key strategies and policies, which are underpinned by a clear commitment to equality,

diversity and inclusion. These strategies and policies are central to the RDT’s ambitions for the Royal Docks to become a sustainable, liveable and cohesive place that prioritises the wellbeing and prosperity of all its communities.

- 3.6. The Sector Development Programme will support inclusive economic growth across the Royal Docks by encouraging participation from a range of businesses, creative practitioners and entrepreneurs. Programmes supporting creative industries, hospitality and innovation sectors will seek to promote inclusive participation and opportunities for local communities and underrepresented groups.
- 3.7. Through partnerships with local organisations, businesses and educational institutions, the programme will encourage wider participation in the Royal Docks’ economic ecosystem; and support pathways into employment, enterprise and creative industries.
- 3.8. Equality impact considerations and mitigations are built into all RDT projects as they move forward for implementation. They are a core part of the evaluation process.
- 3.9. Equalities considerations will also be considered by the GLA in connection with all work procured. The GLA Equalities team will be consulted to ensure approaches are inclusive and accessible. All recruitment will fully comply with the Equality Act; and fulfil the requirements of the Public Sector Equality Duty, as set out in the section 149(1) of the Equality Act.
- 3.10. This decision is therefore expected to have positive impacts on persons with a protected characteristic under the Equality Act.

4. Other considerations

Key risks and issues

4.1. The key risks and issues are outlined in the table below:

Risk description	Probability	Impact	Acceptance/mitigation
Limited buy-in, or slow practical action, in bringing together the diverse land interests around Royal Victoria risks slowing the placemaking impact of an enhanced neighbourhood for London.	Medium	High	Mitigate Good-quality economic development, cultural placemaking and partnership working.
If activity at and around Millennium Mills is not realised, this could have a negative impact on positive placemaking in the area – or at least be a significant missed opportunity. It should be noted, this risk sits outside the scope of this decision.	Medium	Med	Mitigate Continue to push for the prioritisation of Millennium Mills in the development programme. This will include acting in partnership, where relevant, with Lendlease to bring ideas and contacts to the table.

Risk description	Probability	Impact	Acceptance/mitigation
<p>Either no developer can be found for Albert Island, or the scheme is unviable.</p>	<p>Medium</p>	<p>High</p>	<p>Accept and mitigate</p> <p>Twin-tracking – sourcing developer using Pagabo framework, while acting as developer in progressing design etc.</p> <p>Design in as much flexibility as possible, to allow the site to progress – even if the wholesale markets element does not materialise.</p> <p>Ensure the F&B strategy does not rely on the wholesale markets.</p>
<p>The RAD procurement may not deliver a commercial element that directly contributes to the innovation ecosystem.</p>	<p>Medium</p>	<p>Medium</p>	<p>Accept (for now)</p> <p>The RAD procurement will conclude in 2026. If there is a different commercial focus, the impact on the innovation ecosystem may be significant; however, there will still be activity of benefit to the Royal Docks.</p>
<p>Limited engagement and buy-in from developers, and other stakeholders, in the vision and strategy for the experience economy.</p>	<p>Low</p>	<p>High</p>	<p>Mitigate</p> <p>Twice-yearly network forum meetings.</p> <p>Placemaking and Promotion Partnership meetings.</p> <p>Monthly programming group.</p> <p>Collaboration around the new Royal Victoria vision and approach.</p>
<p>Lack of interest from cultural workspace providers in the Royal Docks.</p>	<p>Medium</p>	<p>High</p>	<p>Mitigate</p> <p>Close working with developers and partners to map and showcase the Royal Docks’ opportunities</p>

Risk description	Probability	Impact	Acceptance/mitigation
Poor attendance and footfall at RDT-supported events and activities.	Low	Medium	Mitigate Marketing campaigns will be developed for directly funded and produced RDT events and activities. Marketing resource is limited; however, we will work closely with strategic partners through the Placemaking and Promotion Partnership to amplify our reach and impact. Audience-development plans will identify target audience and use research to inform programmes and marketing approach.

Links to Mayoral strategies and priorities

4.2. The Royal Docks Sector Development Programme directly supports the following Mayoral programmes:

- building more homes
- boosting London’s growth sectors
- helping local economies thrive.

It indirectly supports the following programmes:

- supporting Londoners to benefit from growth
- supporting and inspiring young Londoners
- making best use of land
- delivering a greener, more climate-resilient London.

4.3. It also delivers against a range of Mayor of London policies including:

- the London Plan
- the Economic Development Strategy
- the Equality, Diversity and Inclusion Strategy
- Culture for all Londoners
- Vision for a 24-Hour City
- the Strategy for Social Integration
- the Healthy Streets Approach.

- 4.4. The programme is aligned with the Mayor's Equalities Framework, ensuring that economic growth and investment opportunities are inclusive and accessible to diverse communities.
- 4.5. There are no conflicts of interest to declare from anyone involved in the drafting or clearance of this Decision form.

5. Financial comments

- 5.1. Approval is sought from the Executive Director of Housing and Land to spend up to £707,500 revenue, between 2026-27 and 2028-29, to deliver the Royal Docks Sector Development Programme. This forms part of the Royal Docks Delivery Plan for 2024-29 approved under MD3230.
- 5.2. This expenditure is to be funded from the Royal Dock's 2026-27 revenue budget and planned budgets to 2028-29, which is funded from the Royal Docks EZ business rate income from London Borough of Newham.
- 5.3. As future years budget and funding is subject to budget setting process and approvals, to mitigate against risk of insufficient funding, a break clause should be included in the contracts and funding agreements should funding change for future years. Any shortfall in income for future years may also be expected to be met with available funds from the Royal Docks EZ Reserve Account.

6. Legal comments

- 6.1. The foregoing sections of this report indicate that the decisions requested of the Director 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 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 UK
 - consult with appropriate bodies.
- 6.2. In taking the decisions requested, the Director 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, and foster good relations, 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 (section 149 of the Equality Act 2010). To this end, the Director should have particular regard to section 3 (above) of this report.
- 6.3. All procurements of works, services and supplies required for the project must be procured in accordance with the GLA's Contracts and Funding Code (the "Code") and, where the value exceeds £150,000, in accordance with the Procurement Act 2023 (the "Act"). Furthermore, the officers must liaise with Transport for London's procurement and supply chain team, which will determine the detail of the procurement strategy to be adopted in accordance with the Code and the Act. 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 (containing termination for convenience provisions exercisable at sole discretion of the GLA).

- 6.4. Sections 1 and 2 above indicate that the GLA intends to make provision of grant funding and non-financial support to third parties. Officers must ensure that the funding/support be distributed fairly, transparently, in accordance with the GLA's equalities, subsidy control legislation, 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 (a) commitment to fund is made; and (b) funding is paid to the recipient.
- 6.6. The Director must comply with the obligations set out in Openness of Local Government Bodies Regulations 2014 when taking decisions in accordance with the delegations set out in this decision form, or any other delegations in existing Mayoral Decisions. In particular, regulation 7 provides that where a decision has been delegated to an officer under either:
- a specific express authorisation
 - a general authorisation

and the effect of the decision is to award a contract or incur expenditure which, in either case, materially affects the GLA's financial position, the officer to whom the delegation has been made must produce a written record of the decision (regulation 7(1) and (2)). Regulation 7(3) provides that the written record must be produced as soon as reasonably practicable after the decision has been taken and must contain:

- the date the decision was taken
- a record of the decision taken with reasons
- details of options considered and rejected, if any
- where a decision is delegated under a specific express authorisation, any conflicts of interest.

Regulation 8 requires that the written record (together with any background papers) must – as soon as reasonably practicable after the record is made – be made available for inspection by members of the public, including on the GLA's website.

7. Planned delivery approach and next steps

7.1. This work will be delivered according to the following timetable:

Activity	Timeline
RDO Partners group and Advisory group selected and start work	April 2026
F&B Strategy approved	April 2026
Announcement of new Developer at Silvertown	Spring 2026
GLA/RDT Cultural strategy workshop	Spring 2026
Circular Economy Hub opening	Summer 2026
At the Docks Summer Programme	Summer 2026
RDW Floating Wellness tender preferred bidder agreed	End of summer 2026
Aspiration to secure Development Partner for Wholesale Markets	End of 2026
At the Docks Summer Programme	Summer 2027

RDO Resident artists and main commissions confirmed	Autumn 2026
RDO Local commissions and community engagement commences	Autumn 2026
RDO festival event	Autumn 2027
RDW Water activation floating wellness build	Autumn 2027
Royal Victoria Bridge open	2028

Appendices and supporting papers:

None.

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 defer date.

Strategic Programmes

Does this decision seek approval for activity falling within the remit of a programme delivery plan? YES

If YES, which programmes does this fall within: Building More Homes; and the Royal Docks Programme

Part 1 – Deferral

Is the publication of Part 1 of this approval to be deferred? NO

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:

Matt Davies has drafted this report in accordance with GLA procedures and confirms the following:

✓

Assistant Director/Head of Service:

Simon Powell has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

Financial and Legal advice:

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

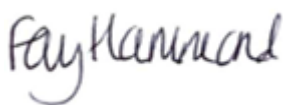
✓

Mayoral Delivery Board

A summary of this decision was reviewed by the Mayoral Delivery Board on 7 April 2026.

CHIEF FINANCE OFFICER:

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



Signature

Date 7 April 2026