

GREATER LONDON AUTHORITY

REQUEST FOR DIRECTOR DECISION – DD2794

Royal Docks Place Stewardship & Community Participation 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 £328,000 revenue, to deliver the Royal Docks Place Stewardship and Community Participation Programme between 2026-27 and 2028-29. The proposed programme will strengthen coordination across partners; and support a more consistent, long-term approach to place stewardship; social infrastructure planning; and community participation. The Royal Docks Team will play a convening and coordination role, working with the London Borough of Newham, developers, landowners, community organisations and other stakeholders to align activity, share learning and support meaningful community involvement as regeneration progresses. The programme will focus on three interconnected areas of work:

- place stewardship across the Royal Docks
- social infrastructure coordination
- expanding opportunities for community participation in regeneration and neighbourhood management.

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 spending up to £328,000 revenue to deliver the Royal Docks Place Stewardship and Community Participation 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. This 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 (under cover of 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. As development accelerates and new communities move into the area, there is a growing need to ensure that regeneration is supported by effective coordination of social infrastructure; long-term stewardship arrangements; and meaningful community participation. With multiple landowners and developers operating across the Royal Docks, there is a risk that estate-management practices, engagement approaches and infrastructure planning could evolve in a fragmented way if not coordinated across the wider district. The RDT plays an important convening and coordination role in helping to align partners around shared ambitions for the area.
- 1.9. This DD sets out the case for the Place Stewardship and Community Participation Programme, one of the five priority programmes described above. Building on the RDT's existing role, the programme will support greater coordination across partners and strengthening opportunities for communities to take part in shaping regeneration, as it progresses. It brings together three complementary areas of activity:
- strengthening shared principles for long-term place stewardship
 - improving coordination of social infrastructure planning across partners
 - expanding structured opportunities for community participation in regeneration and neighbourhood management.

Through these activities, the programme will help ensure that the Royal Docks' regeneration delivers high-quality neighbourhoods that are inclusive; well managed; and responsive to community needs over the long term.

- 1.10. This investment also directly supports the following Mayoral programmes:

- reducing inequalities
- supporting community, cultural and sporting events in London.

It indirectly supports the following programmes:

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

- 1.11. Working closely with residents, community organisations, businesses and partners, the RDT will:

- strengthen community participation in the regeneration of the Royal Docks
- support inclusive engagement and neighbourhood collaboration
- help build civic pride and a sense of ownership in the area
- encourage local participation in cultural and placemaking activities.

- 1.12. Through structured engagement activities, partnerships and community-led initiatives, the programme will help ensure that regeneration delivers meaningful benefits for existing communities while strengthening social cohesion and neighbourhood identity.

- 1.13. This DD seeks approval to spend up to £328,000 revenue, to deliver the Place Stewardship and Community Participation Programme between 2026 and 2029.

2. Objectives and expected outcomes

- 2.1. The Royal Docks Place Stewardship and Community Participation Programme will support the continued regeneration of the Royal Docks by strengthening coordination across partners; and ensuring that communities can participate meaningfully in shaping the area as it grows.
- 2.2. The programme supports the Delivery Plan outcome relating to environment, wellbeing and community. This work ensures that regeneration is inclusive; well managed; and responsive to the needs of residents, businesses and community organisations. As development activity accelerates across multiple neighbourhoods, the programme will help ensure that new homes, public spaces and social infrastructure are supported by effective stewardship arrangements and strong community relationships.
- 2.3. The programme brings together three complementary strands of activity:
 - place stewardship
 - coordinated social infrastructure
 - community participation.

Place stewardship

Develop a Royal Docks Place Stewardship Compact

- 2.4. The programme will support the development of shared principles for long-term place stewardship across the Royal Docks. This includes creating a Royal Docks Place Stewardship Compact: a non-statutory set of shared principles to guide how neighbourhoods, public spaces and community assets are cared for and managed over time. The Compact will draw on best practice in estate management and place stewardship to promote greater clarity, consistency and coordination as development progresses. It will be developed in close collaboration with landowners and development partners in the Royal Docks as well as Transport for London (TfL), who provide estate-management services across the GLA, and the GLA Land and Property estate. It will also align with emerging work on a new Royal Docks estates strategy.
- 2.5. Through this approach, the RDT will help ensure that stewardship arrangements are joined up, scalable, and able to support high-quality place management and social value over the long term.

Support area-based stewardship pilots

- 2.6. As development progresses, partners are considering how social infrastructure, community assets and shared spaces will be managed over the long term. Through this DD, the RDT will support partner-led stewardship pilots in Silvertown, Royal Albert Wharf and Royal Victoria. New governance and management approaches are already being explored in these areas; these will help to capture learning, and promote consistent standards, across the wider area.

Silvertown

- 2.7. Lendlease is progressing proposals for a long-term stewardship vehicle to hold and manage certain assets; and embed structured community involvement in place management. The RDT will provide strategic input and coordination support – acting as a critical friend, and helping to align the emerging model with broader Royal Docks principles.

Royal Albert Wharf

- 2.8. At Royal Albert Wharf, the RDT is working with Notting Hill Genesis, exploring opportunities to strengthen community benefit and social value within current estate-management arrangements. This work builds on established partnerships and site-specific experience.

Royal Victoria

- 2.9. At Royal Victoria – where land ownership is more fragmented, and multiple developments and investments are progressing – the RDT will explore how coordination mechanisms can support consistent stewardship approaches across a more complex governance landscape. This may include convening landowners and delivery partners to consider shared expectations around:

- public-realm and water management
- activation
- accessibility
- community influence

This consideration will focus on Royal Victoria as a key gateway to the Royal Docks.

- 2.10. Learning from these pilots will be captured and shared to inform the Royal Docks Place Stewardship Compact. While approaches will vary by neighbourhood, successful elements — particularly those supporting quality, transparency and appropriate community influence — will help shape wider practice across the Royal Docks. Insights will also align with the UCL Prosperity Study to ensure stewardship approaches reflect resident priorities and outcomes.
- 2.11. This work will strengthen alignment across landowners, developers and public-sector partners, supporting high-quality, accessible and well-managed neighbourhoods.

Coordinated social infrastructure

- 2.12. As housing growth accelerates across the Royal Docks and Beckton Riverside, it will be increasingly important that social infrastructure provision keeps pace with development; and responds to the needs of existing and new communities. Planning and delivery of social infrastructure — including education, health and community facilities — is led by the London Borough of Newham (LBN) and relevant statutory partners.
- 2.13. In 2024, the RDT commissioned Partnering Regeneration Development (PRD) and Augarde & Partners, through One Public Estate funding, to prepare a social infrastructure implementation plan for the Royal Docks and Beckton Riverside. The report highlighted the importance of stronger information-sharing and collaboration across partners. This will ensure that infrastructure planning reflects the pace and geography of development across the wider area.
- 2.14. Building on this work, the RDT will help LBN to strengthen cross-sector collaboration across the Royal Docks. This will support delivery in priority areas; and maintain alignment between development and infrastructure provision. This will include the following activities:
- **Royal Docks & Beckton Riverside Social Infrastructure Steering Group:** The RDT will support and facilitate the Social Infrastructure Steering Group, bringing together LBN representatives, health partners, and other relevant organisations. The group will provide a structured forum to share intelligence; review emerging needs; track progress; and maintain a collective overview of infrastructure provision as regeneration progresses.
 - **Education and health provision:** This strand will support LBN in:
 - reviewing demand projections

- phasing and procurement approaches for primary education provision across the Royal Docks and Beckton Riverside
- strengthening coordination with health partners, including NHS North East London, to align emerging development with health infrastructure planning.

The RDT will provide coordination support across both areas, including data alignment; cross-GLA liaison; and facilitation of joint working, where appropriate. This will include supporting activity linked to the South Newham Health Masterplan; and exploring flexible or interim approaches where demand pressures emerge.

- **Support area-based coordination in priority neighbourhoods:** The programme will support more joined-up working in neighbourhoods experiencing significant change – including North Woolwich, Beckton Riverside and Silvertown – where there are both pressing needs and opportunities to coordinate delivery. The RDT will work alongside LBN and partners to share intelligence; align activity; and support the planning and phasing of infrastructure in these locations.

2.15. Through these activities, the programme will:

- strengthen coordination across partners
- support a more joined-up approach to infrastructure planning and delivery
- help ensure provision keeps pace with growth and responds to the needs of evolving communities.

Community participation

2.16. Ensuring that community participation is meaningful, coordinated and embedded within regeneration will be critical as the Royal Docks continues to grow. As new homes, public spaces and neighbourhoods are delivered, residents and community organisations should have clear opportunities to influence change; and remain connected to the area’s evolving identity, civic life and long-term stewardship.

2.17. The RDT already plays a convening and facilitation role in supporting community participation across the area, working in partnership with LBN, local organisations and development partners. Building on this, the programme will:

- strengthen coordination
- improve visibility of engagement activity
- support more consistent approaches to participation across sites.

This work includes developing shared tools and principles to:

- reduce duplication
- avoid consultation fatigue
- embed community influence within regeneration activity.

Key activities include the following:

- **Convening stakeholders and place leadership:** In partnership with LBN, the RDT will continue to convene senior public, private and community sector leaders to support collective place-shaping across the Royal Docks. This includes the twice-yearly Royal Docks Networking Forum (RDNF); this brings together senior stakeholders and major developers to strengthen

shared understanding of delivery priorities and long-term ambitions for the area. As well as this, the twice-yearly Royal Docks Community Partners Forum (RDCPF) and the Developers Forum will provide structured opportunities for cross-sector dialogue, collaboration and alignment. Together, these forums help reinforce shared responsibility for quality, inclusion and long-term social value and stewardship across neighbourhoods.

- **Coordinate high-quality engagement:** As development activity increases, the RDT will strengthen coordination and consistency in engagement across the Royal Docks. This includes:
 - maintaining a shared engagement calendar and data repository
 - improving visibility of consultations and community activity
 - working with partners to reduce duplication.

In alignment with LBN's Community Neighbourhoods and Regeneration teams, the RDT will promote consistent standards through the Community Engagement Strategy and Toolkit; provide advice and brokerage; and support shared learning across partners. Where specialist engagement support is required, this may be procured in line with GLA requirements.

- **Connect communities to regeneration:** The RDT will help ensure that participation is clearly connected to regeneration activity and emerging stewardship opportunities. This includes:
 - facilitating dialogue between community groups and development partners
 - supporting involvement in meanwhile uses and local placemaking
 - enabling routes for community input into how neighbourhoods are managed and evolve over time.
- **Support LBN's People Powered Places (PPP) participatory grants programme:** The RDT will continue to support and contribute to LBN's PPP participatory budgeting programme. PPP is a borough-led initiative where residents directly identify local priorities; and allocate funding to improve their local communities. The RDT's contribution will be provided as grant funding, supporting community-led projects in Custom House and Canning Town, as well as the Royal Docks and Beckton Riverside.
- **Support cultural participation across the Royal Docks:** Taking inspiration from the 'powerful partnership' principle within LBN's strategy, Building Newham's Creative Future, the Royal Docks cultural programming is designed to ensure all residents benefit from the intrinsic value of collaborative cultural engagement. The RDT will continue to convene residents through its Creative Connectors group. This includes introducing localised "Connector Hubs", with nominated ambassadors supporting local engagement, plus open-forum events to help shape programming. Royal Docks Originals (RDO) is a free arts programme co-created by artists, creatives, and communities from across the Royal Docks. Held every two years, RDO culminates in a festival and showcase. An RDO partner group of 50-plus community members meets annually; its RDO advisory group of 12 members meets quarterly to work on the RDO programme and strategy. Plans for the 2026-27 edition include ringfenced community commissions; local artist residencies; and participatory projects that help local people and schools to engage in creative activity, and the activation of local spaces. These activities will be delivered through a mix of direct programme delivery, grant-funded commissions and, where required, procured creative and engagement services. Other participation opportunities include activities at Royal Docks Summer Splash, and consultation on public art.
- **Launch the Royal Docks Regeneration Hub:** Compressor House will operate as a visible "front of house" for the Royal Docks – a shared engagement space for community organisations, developers, anchor institutions and public sector partners. Working alongside the appointed operator (procured separately), the RDT will support programming, school engagement and

cross-sector use of the space. This work will ensure it functions as a hub for dialogue, storytelling and collaboration. The space also houses the Royal Docks 3D model; this will be refreshed and enhanced as a long-term engagement tool. Building on existing collaboration with local educational institutions, the model will underpin a programme of regular talks and tours delivered by students and residents; these will explore the area's history, present activity and future vision.

- **Strengthen conditions for community participation:** Effective participation depends on practical enabling conditions – including access to funding, supportive partnerships and clear routes into decision-making. The RDT will use its convening role to help strengthen these conditions across the Royal Docks. This may include:
 - signposting funding opportunities
 - connecting community organisations with developers' corporate social responsibility or environmental, social and governance programmes
 - facilitating introductions between anchor institutions, and local voluntary, community, faith and social enterprise (VCFSE) groups
 - sharing evidence of the value of inclusive participation.

Where appropriate, the RDT will also highlight barriers to involvement; and work with partners to improve accessibility and diversity within engagement and governance structures. The intention is to reinforce existing borough approaches, while using the RDT's influence to unlock local collaboration across the Royal Docks and support long-term community benefit.

- 2.18. Community participation activity will primarily be delivered through a combination of RDT staff resource, grant funding, and procured services where specialist support is required.
- 2.19. Grant funding will be provided to support community-led activity, including through the PPP programme. Where external services are required (for example, facilitation, engagement delivery or specialist support), these will be procured in accordance with the GLA's Contracts and Funding Code, working with TfL Procurement and Legal as appropriate. The programme does not currently assume sponsorship as a core funding mechanism, although partnership contributions may be explored where appropriate and in line with GLA policies.
- 2.20. 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; and in a manner that affords value for money, in accordance with the GLA Contracts and Funding Code. This will be done in conjunction with TfL Procurement and TfL Legal.

Expected outcomes

- 2.21. The Place Stewardship and Community Participation programme responds to the Royal Docks Delivery Plan objectives related to sustainability and wellbeing (outcome 2) and culture and community (outcome 3). The expected outcomes are as follows:
 - Enhance social and green infrastructure (outcome 2, objective 2):
 - Work with LBN and key partners to develop a joint social infrastructure funding and delivery plan.
 - Support the delivery of Mayoral targets around green infrastructure and sustainability.
 - Build community health and wealth (outcome 2, objective 4):
 - Local people can influence the area's regeneration.

- Community stewardship is embedded into delivery programmes, aligning with LBN’s Community Wealth Building strategy.
- Empower culture and creativity (outcome 3, objective 3):
 - Increased levels of creative engagement and participation in Royal Docks cultural life, alongside neighbours and local businesses.
 - Local people feel engaged and enthusiastic about the cultural life of the area

2.22. Specifically, by 2029, the Place stewardship and Community Participation programme will have strengthened coordination; embedded clearer stewardship principles; and expanded structured opportunities for community involvement across the Royal Docks:

- Place stewardship:
 - Improved shared understanding of long-term place stewardship and stewardship opportunities and risks.
 - Increased partner commitment to stewardship approaches that promote quality, accessibility and appropriate community influence.
 - Stronger alignment and consistency in post-development estate-management approaches across neighbourhoods.
 - Greater alignment in how public spaces and shared assets are governed and managed.
- Coordinated social infrastructure:
 - Improved coordination and phasing of infrastructure delivery.
 - Provision that is more integrated and aligned to local need (reduced risk of duplication and gaps).
 - Stronger working relationships between statutory and delivery partners.
 - Clearer visibility of infrastructure pipeline and community feedback.
 - Greater levels of community participation in infrastructure planning/maintenance
- Community participation:
 - Increased community participation in regeneration and placemaking activity.
 - Stronger partnerships between residents, businesses and organisations.
 - Improved civic pride and sense of belonging within Royal Docks neighbourhoods.
 - Increased opportunities for local people to participate in cultural and community activities.

Expected outputs

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

Objectives	Indicators	Outputs
Place stewardship	<ul style="list-style-type: none"> ● Uptake of stewardship principles across partner organisations. ● Evidence of stewardship principles influencing governance, design or 	<ul style="list-style-type: none"> ● A Royal Docks Place Stewardship Compact is developed. ● A best practice review is completed, looking into place-stewardship

Objectives	Indicators	Outputs
	<p>management decisions on development sites.</p> <ul style="list-style-type: none"> Partner feedback indicating improved clarity and coordination around long-term stewardship approaches. 	<p>approaches in comparable regeneration areas.</p> <ul style="list-style-type: none"> Three area-based stewardship pilots are supported, with learning captured and shared across partners. Cross-sector stewardship learning sessions or workshops are convened.
Coordinated social infrastructure	<ul style="list-style-type: none"> Evidence of improved information-sharing and collaboration between partners. Aligned planning discussions on development activity and social infrastructure. Partner feedback on the effectiveness of coordination mechanisms. 	<ul style="list-style-type: none"> Ongoing support of the Royal Docks & Beckton Riverside Social Infrastructure Steering Group. Quarterly Steering Group meetings across the programme period. A shared overview of social infrastructure provision and planning across the Royal Docks is maintained. Area-based coordination activity in North Woolwich, Beckton Riverside and Silvertown.
Community participation	<ul style="list-style-type: none"> Qualitative resident feedback indicating improvements in the understanding and perceived transparency of estate and public space management. Community feedback incorporated into planning discussions. Total residents engaged annually and cumulatively. Participation diversity data (e.g., age, ethnicity, tenure, geography). Number of schools and young people engaged. 	<ul style="list-style-type: none"> Shared partner engagement calendar and data repository. Royal Docks Networking Forum, and Community Partners Forum, each convened twice annually. Developers Forum convened quarterly. Support for PPP projects in the Royal Docks. Community engagement activity linked to the Royal Docks Regeneration Hub and 3D model. Royal Docks model update and monthly talks/tours, in collaboration with local education providers.
Empower culture and creativity	<ul style="list-style-type: none"> Qualitative feedback showing greater residents' improved understanding of, or ability to participate in, the area's cultural/creative life. Local participation data (numbers, demographics, etc.). Total residents engaged in the festival and programme. Participation diversity data. Number of schools and young people involved. 	<ul style="list-style-type: none"> Six Creative Connector Community Hubs. RDO 2027 festival and programme delivered. RDO partner group and advisory group established. RDO commission, participation and school projects take place.

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. These policies and strategies are underpinned by a clear commitment to equality, diversity and inclusion. They 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 Place Stewardship and Community Participation Programme will support inclusive engagement with residents, community organisations and local stakeholders. Engagement activities will aim to reach a broad cross-section of communities across the Royal Docks, including groups who may face barriers to participation.
- 3.7. Through structured community engagement programmes, partnerships and local initiatives, the programme will help ensure that residents from diverse backgrounds have opportunities to contribute to the future development of the Royal Docks and participate in cultural, social and placemaking activity.
- 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	Mitigation
Local VCFSE organisations face funding pressures and capacity constraints. These may limit their ability to engage consistently in regeneration and place stewardship activity.	Medium	High	Maintain regular dialogue with VCFSE organisations to understand emerging pressures; and identify practical routes for involvement in regeneration activity. Work with LBN and development partners to strengthen coordination; share intelligence; and signpost relevant support where appropriate.
Current funding envelope may be insufficient to reach the aims detailed, when responding to emerging need. This could result in reduced scope of the work, or delayed implementation.	High	High	The programme budget aligns with Delivery Plan allocations and includes contingency. If cost pressures arise, prioritise to focus on core strategic activities; and phase or scale discretionary elements where necessary. Continue to seek partner contributions and external funding opportunities, where aligned with Delivery Plan objectives.
Site-by-site approach to social infrastructure planning leads to duplication of facilities and services in some areas; and inadequate provision in others.	High	Medium	Establish and support cross-sector coordination structures (including the Royal Docks & Beckton Riverside (RD&BR) Social Infrastructure Steering Group) to maintain a Royal Docks-wide perspective on infrastructure planning and phasing.
Delivery across the Royal Docks depends on multiple public and private partners whose priorities and timelines may not always align.	Medium	Medium	Use the RDT's convening role to support alignment around shared principles for quality, accessibility and long-term stewardship. Maintain transparent reporting, and structured forums, to support coordination and identify emerging issues.
Blurred distinction between regeneration influence and long-term stewardship. As new governance conversations emerge, there is a risk of confusion regarding roles and responsibilities between the RDT, LBN and development partners.	Medium	Medium	Maintain clarity on the RDT's convening and coordination role, through defined governance structures and transparent communication with partners.

Links to Mayoral strategies and priorities

4.2. The Royal Docks Place Stewardship and Community Participation Programme directly supports the following Mayoral programmes:

- building more homes

- reducing inequalities
- supporting community, cultural and sporting events in London.

It indirectly supports the following programmes:

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

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.

The programme is aligned with the Mayor's Equalities Framework, ensuring that economic growth and investment opportunities are inclusive and accessible to diverse communities.

- 4.3. 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 £328,000 revenue between 2026-27 and 2028-29, to deliver the Royal Docks Place Stewardship and Community Participation 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 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 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 TfL'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 attendant works, services or supplies begin (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. Officers must ensure that the funding 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
- under 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 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 By 2029, the programme will have strengthened coordination across partners, established shared principles for place stewardship and expanded opportunities for community participation in regeneration across the Royal Docks.

Activity	Timeline
Place stewardship	
Place stewardship convenings begin	Year 1 (2026-27)
Best practice review completed	Year 1 (2026-27)
Area-based place stewardship pilots commence	Year 1 (2026-27)
Draft Place Stewardship Compact completed	Year 1 (2026-27)
Place Stewardship Compact consultation with partners	Year 2 (2027-28)
Stewardship learning exchange event	Year 2 (2027-28)
Place Stewardship Compact adopted (light-touch)	Year 2 (2027-28)
Stewardship pilot review shared with partners	Year 3 (2028-29)
Coordinated social infrastructure (LBN-led with RDT support)	
RD&BR Social Infrastructure Steering Group established	Year 1 (2026-27)
Area-based coordination begins	Year 1 (2026-27)
RDBR Health Working Group operational	Year 2 (2027-28)
Area-based reporting to Royal Docks EZ Programme Board embedded	Year 2 (2027-28)
Education provision coordination review completed	Years 2–3 (2027-28 to 2028-29)
Community participation and cultural engagement	
RDO partners and advisory groups established	Year 1 (2026/27), Q1
Public art schools’ engagement begins	Year 1 (2026-27), Q1
PPP-funded community projects begin delivery	Year 1 (2026-27), Q1
Shared regeneration engagement calendar operational	Year 1 (2026-27), Q2
Creative Connector Hubs and activators established	Year 1 (2026-27), Q2–Q3
RD Summer Splash engagement	Year 1 (2026-27), Q2–Q3
Community Engagement Strategy and Toolkit refreshed	Year 1 (2026-27), Q4
RDO local participation programme begins	Year 1 (2026-27), Q4
Compressor House model talks and tours series begins	Year 2 (2027-28), Q1
RDO local commissions and schools projects begins	Year 2 (2027-28), Q1
RDO festival ‘Moment’ delivered	Year 2 (2027-28), Q2
Continued delivery of RDNF, RDCPF and Developers Forums	Throughout programme
Delivery end date	Year 3 (2028-29), Q4

Programme evaluation completed	Year 3 (2028-29)
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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 Royal Docks Programmes

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:

Donna Lightbown 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.

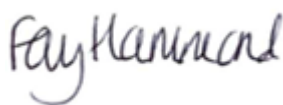
✓

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