

Delivery plan 2018-2028



Forewords



Sadiq Khan
Mayor of London

“The Royal Docks is an area of London rich in the daring and pioneering spirit that makes our city so unique. It is undergoing extensive regeneration, with 30,000 new homes and 41,500 jobs being created over the next 20 years while being supported by the arrival of the Elizabeth line and the move of the Greater London Authority to its new City Hall location. Not only will it play a major part in the capital’s civic and cultural life but it is also fast becoming a global business destination – a magnet for entrepreneurship and innovation – that is attracting and supporting new businesses across all sectors of our economy.

Through these exciting plans, the Royal Docks is leading the way in helping to create a fairer, greener, more inclusive economy that works for all Londoners and businesses.”

A handwritten signature in black ink, appearing to read 'Sadiq Khan' with a small '2' below the name.

Sadiq Khan,
Mayor of London



Rokhsana Fiaz
Mayor of Newham

“The people of Newham deserve good secure jobs, great affordable places to call home and every opportunity to enjoy the best of what life has to offer, and as their elected Mayor, it is my mission to do all I can to ensure they get just that. That is why the Royal Docks redevelopment is so important. The scale of investment in transport infrastructure and the creation of new affordable homes, new jobs, as well as the fantastic cultural and community programmes, all have the potential to transform not just the area but people’s lives. Our ambition is to create a vibrant new quarter in London that will be an outstanding business and visitor destination delivering real opportunities for the people of Newham. This updated plan reasserts our ambitious vision

for the Royal Docks; it sets out what we have achieved and what we plan to do in order to unlock the full potential of the area, ensuring it grows in a sustainable and inclusive way with local people at its heart.”

A handwritten signature in black ink that reads "Rokhsana Fiaz". The signature is stylized and includes a long horizontal flourish at the end.

Rokhsana Fiaz,
Mayor of Newham

Introduction

The Royal Docks is undergoing a profound and exciting transformation. Once London's gateway to world trade, today the area is re-emerging as a nationally significant business and visitor destination, and a vital part of the capital's civic and cultural heart. Major developments in the area are unlocking thousands of new and affordable homes and workplaces, and significant investment in transport infrastructure and the public realm, is boosting connectivity and bringing a wealth of new opportunities to the area and its communities.

In 2018, the Mayor of London, the Mayor of Newham and the London Local Economic Action Partnership (LEAP) approved a 5-year Delivery Plan and £314m investment programme, to help accelerate the regeneration of the Royal Docks, driving London's economy and creating skilled jobs and opportunities for local people. Huge strides have been achieved since then. Development partners have been secured, new homes and workspaces delivered; new businesses have arrived and set up home in the area; local people have taken advantage of the many education, training and employment opportunities that have been created; and an extensive programme of arts and cultural activity has brought diverse communities together and created an exceptional residential, business and visitor experience.

We are three years into our 5-year programme, and our delivery context has changed beyond all recognition. The regeneration of the Royal Docks is now taking place against a profound backdrop of Covid-19, the climate emergency, Brexit and widening inequalities and racism, which will continue to impact our economy and communities for many years to come. Given this new context,

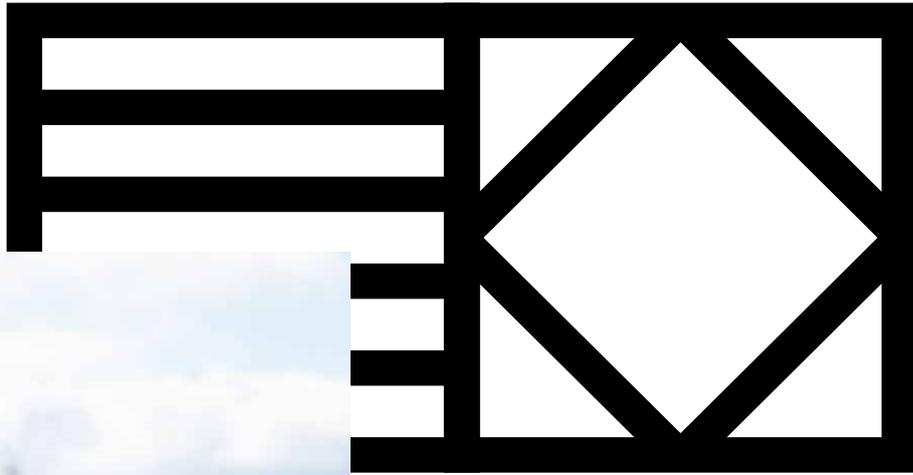
we have updated our Delivery Plan with our delivery programme extended over a longer period to 2028. As the capital's only Enterprise Zone, the Royal Docks must be at the forefront of driving forward London's and Newham's recovery post-pandemic – marshalling all of the investment into the area to rebuild a better, fairer and more sustainable city.

This updated Plan reasserts our ambitious vision for the Royal Docks and sets out what we have achieved, and what we plan to do, to unlock the full potential of the area, ensuring it grows in a sustainable and inclusive way, with communities at its heart. It is not a standalone document. It builds on the extensive programme of regeneration that has already been delivered, by us and our partners, and has been informed by detailed research, extensive stakeholder and community engagement, and key policies and strategies – at the local, borough and city level, as shown in appendix 1. Collectively these documents set out a strategic framework for the comprehensive regeneration of the Royal Docks, articulating a consistent set of policies and priorities, that will redefine the area's future.



The opportunity





We have a once in a lifetime opportunity to rebuild the Royal Docks into a brilliant new quarter for London, an inclusive and pioneering place that will shape the way we live, work and play in the future.

The scale of investment in transport infrastructure and the built environment, the creation of new homes and jobs and the ambitious programme of economic, cultural and community development has the potential to be transformational for the area, helping it to re-emerge as an outstanding residential, business and visitor destination, that delivers real opportunities for London and the people of Newham.

2021 was a hugely symbolic year. It marked the original completion of the Royal Docks as well as the announcement about the imminent arrival of City Hall, home to the Mayor of London and the London Assembly. Past and present are perfectly poised to drive a better future for the area and its communities and we remain committed to working with our partners to unlock the full potential of the Royal Docks for all; with a relentless focus on affordable homes, accessible high quality jobs, and narrowing the multiple inequalities that still prevail in the area.

Reasons the Royal Docks is positioned for success

What makes the Royal Docks unique and so exciting, is its unmatched potential in London for sustainable development and growth. It is an extraordinary place, with a distinctive set of characteristics and conditions, that can help propel the area's long-term regeneration and success:

1 Strategically located

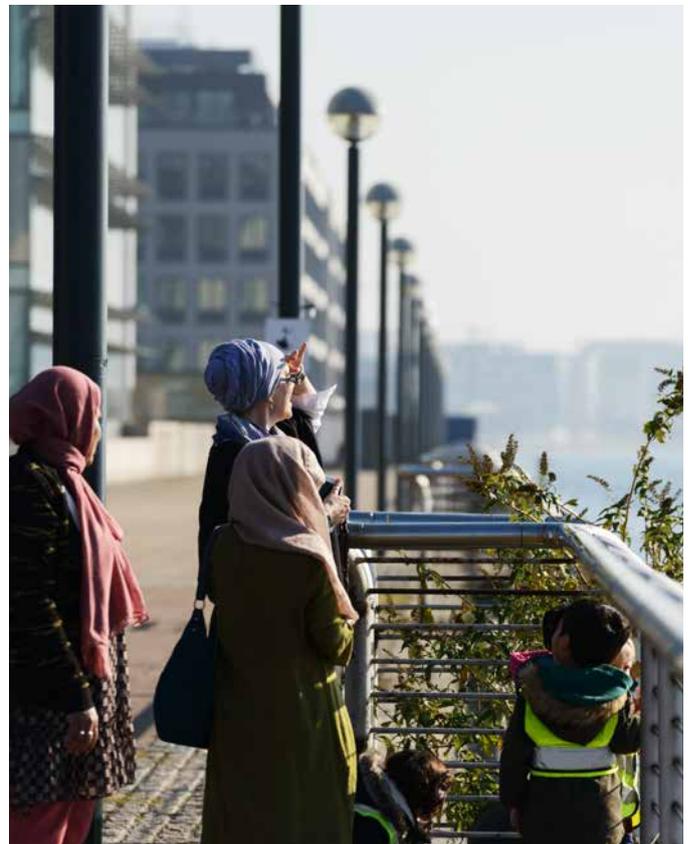
Positioned immediately east of Canary Wharf in the London Borough of Newham, the Royal Docks sits at the heart of one of the most rapidly expanding regions in the UK. It is 10 minutes away from the Queen Olympic Park and East Bank and is located at the intersection of significant growth corridors including the Royal Docks and Beckton Riverside Opportunity Area, the Thames Estuary Production Corridor and the UK's Innovation Corridor – areas which are the focus of billions of pounds of investment.

2 Space for development

The Royal Docks is spectacular in scale. It is the equivalent size of central London, from Hyde Park to Tower Bridge, with nearly 500 hectares of land and 12 miles of waterfront. Six new high-quality housing developments are underway in the area, unlocking thousands of new affordable homes and other vital infrastructure and amenities. The commercial developments within the Enterprise Zone alone will deliver up to seven million sq ft of commercial space.

3 Public Sector stewardship

Over 175 hectares of these historic docklands are in public sector ownership. The creation of a joint delivery team by the Mayor of London and Mayor of Newham in 2017 means that the public sector can provide long-term stewardship over public assets in the Royal Docks, championing and co-ordinating development, for more inclusive growth and community wealth building.



Northern dock edge repaired and re-opened creating better access through the area

4 Established business hub

The Royal Docks has long been an important economic centre for London. Residents Tate & Lyle, ExCeL, London City Airport, and the University of East London have recently been joined by a community of new startups and SMEs, including a burgeoning cluster of creative and cultural industries. As one of the UK's 48 Enterprise Zones and the only one in London, we can provide business incentives to unlock jobs and growth and are currently investing £314 million in a package of interventions, that will create approximately 30,000 new homes and 41,500 jobs within the zone, and 25,500 homes and 60,000 jobs in the wider area.

5 Accessible and connected

The Elizabeth Line will open at Custom House in 2022, strengthening our direct links across the city. This arrival adds to decades of investment in public transport including the Jubilee Line, Emirates Air Line and DLR. The new £1bn Silvertown Tunnel will open in 2024, and alongside future investment in transport, including 43 new DLR trains, and new walking and cycling routes, the Royal Docks is set to become one of the area's most connected and accessible destinations.

6 Globally positioned

The Royal Docks global links continue today. London City Airport – voted the world's best small airport in 2019, flies to 14 countries. ExCeL, London's largest international conference centre hosts some of the world's best exhibitions and events. The area's diverse community has links to Europe, Africa and Asia. All offer unmatched connections to global markets and underpin the Royal Docks' future as a critical international gateway for London.

7 Significant waterscape

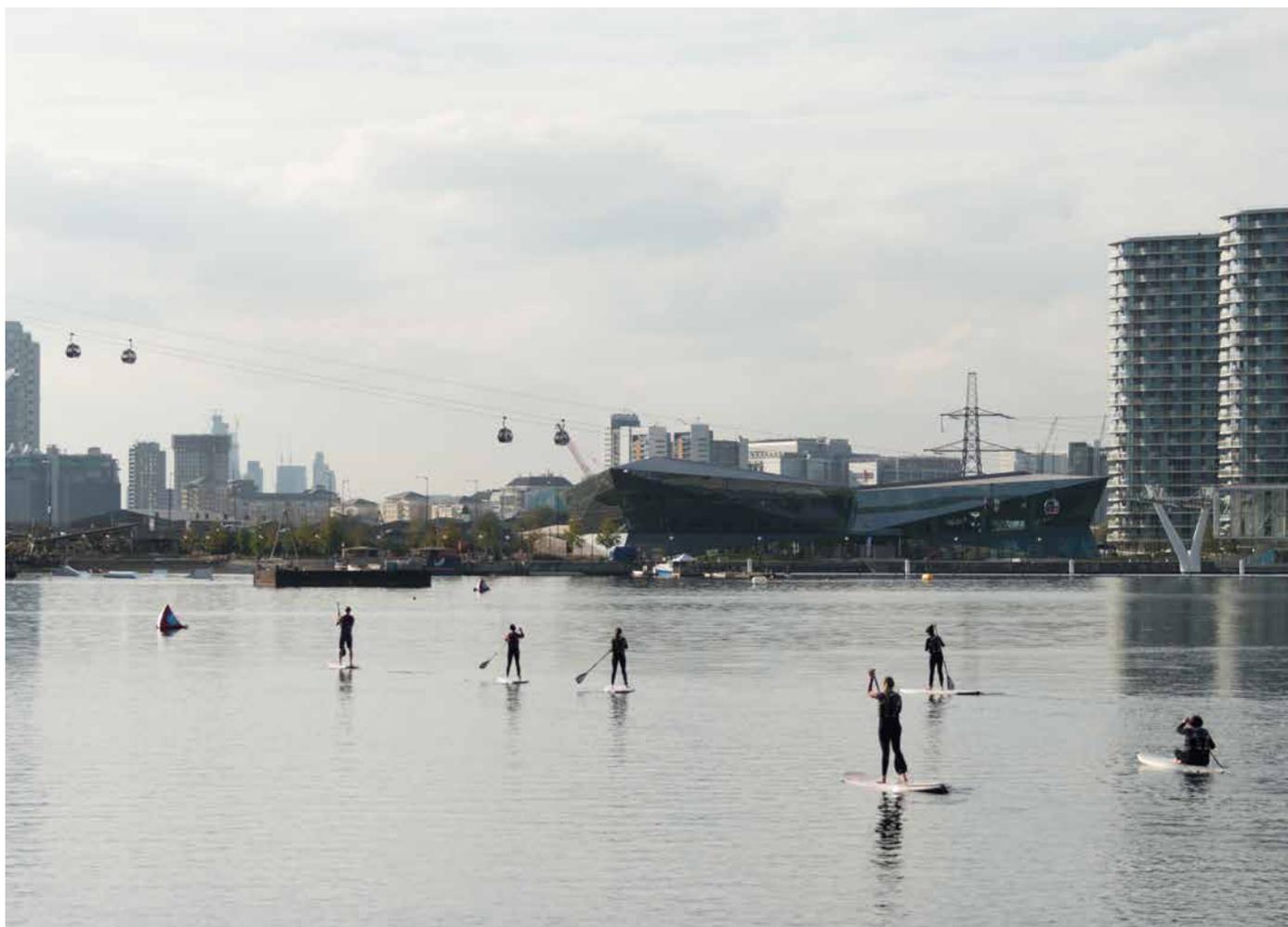
Completed 100 years ago, the Royal Docks comprises three docks: Royal Victoria, Royal Albert, and King George. They were an extraordinary feat of engineering and once formed the largest enclosed docks in the world, with a water area of just over 100 hectares. Today, the water remains one of the area's most enduring assets, offering a spectacular backdrop for the area's development as well as a unique walking, cycling and leisure experience.

8 The community

Newham is one of the most ethnically diverse boroughs in the country. It is also one of the youngest and most progressive boroughs in the capital, with a strong tradition of community activism. From the Docks' strike in 1926 to the publication of the community-led People's Plan in 1983, community solidarity and mutual support, runs through the DNA of the Royal Docks, and is at the very centre of our approach to a more inclusive and bottom-up process of regeneration.

9 Unique heritage

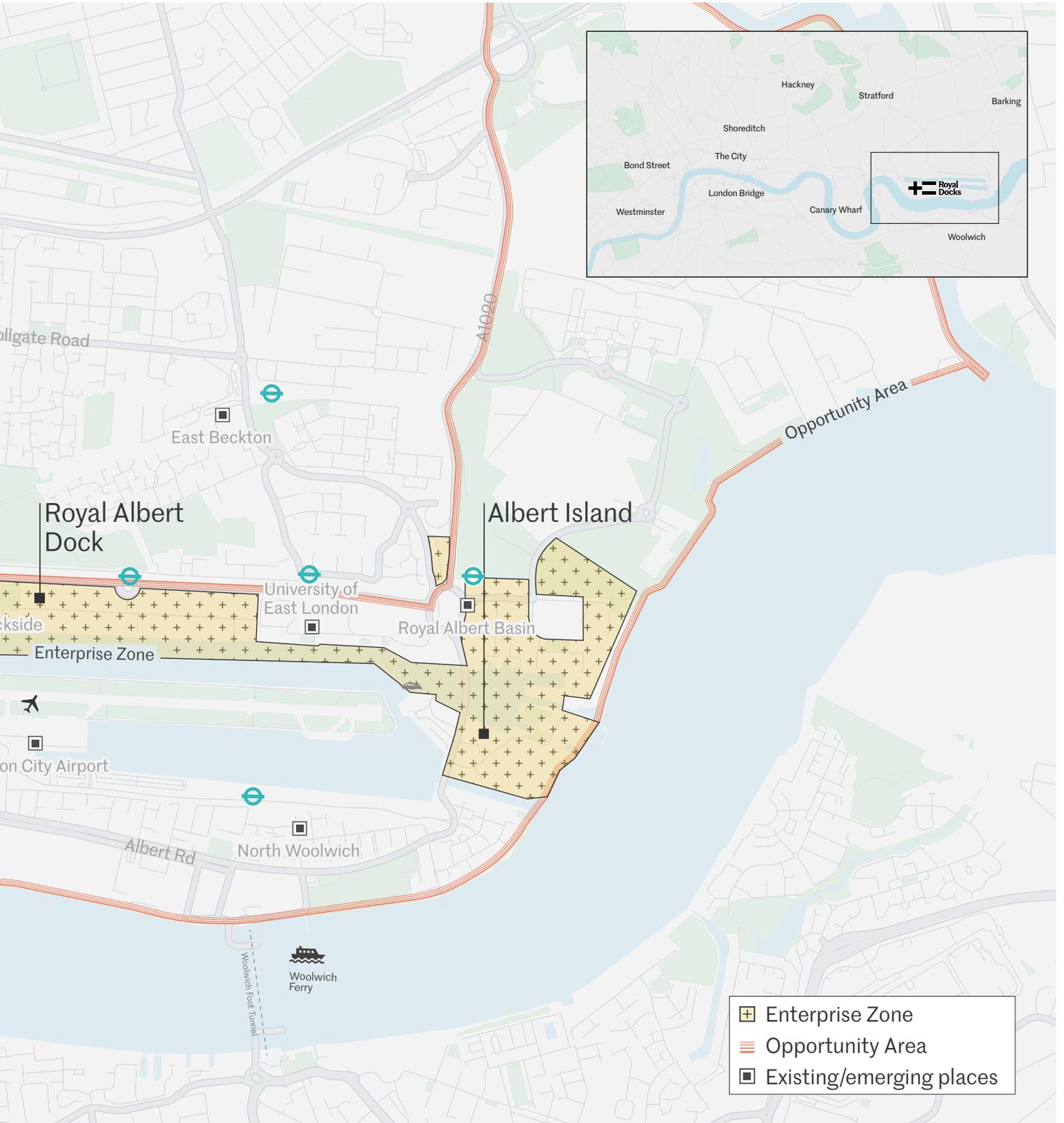
As a post-industrial site, the Royal Docks includes a range of listed historical buildings, from the preserved dockworkers' canteen to the iconic Millennium Mills, a derelict flour mill. The presence of surviving dock infrastructure provides a unique physical and historical context for the regeneration of the Royal Docks, which is underpinning its renaissance as a cultural centre – with creative workspaces and production facilities that are a magnet for creative businesses and artists.



Paddleboarders in Royal Victoria Dock

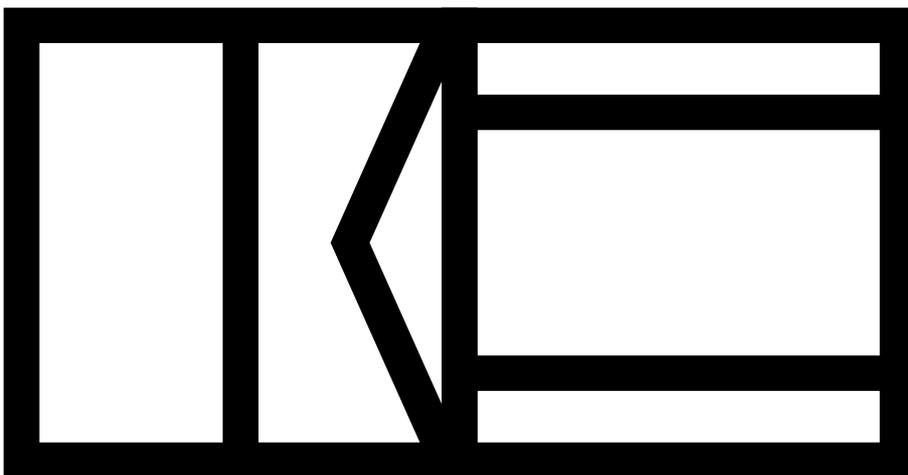
Map of the area





Our developments

As the Mayor of London's largest land-led project, with over 175 hectares of land in GLA ownership, the Royal Docks is uniquely positioned within London for housing and economic growth, with more than 30,000 homes and 41,500 jobs forecast, over the next 20 years. The GLA is bringing forward 8 sites in the area, representing a mix of residential and commercial development. Development partners have been secured on all 9 sites with the potential for at least 12,000 homes overall. Affordable housing provision across these sites varies, however we are working closely with our development partners in the Royal Docks to increase the level of affordable housing provision across the area, in conformance with the London Plan.



Development Sites within the Enterprise Zone



Silvertown Quays: This 20 hectare site around Pontoon Dock is home to the historic Millennium Mills, an original 20th-century flour mill and iconic docklands landmark. The joint venture partnership from Lendlease and Starwood is creating a new high-quality mixed used destination, with over 7 million sq ft of residential and commercial space (with a proposal for 6,000 new homes, 50% of which will be affordable, by habitable room), public parks and improved access to the water. The development has secured outline planning consent, and detailed planning consent for phase one, which will deliver 950 homes and 500,000 sq ft of office space.



Royal Albert Dock: Royal Albert Dock is a 14-hectare development in the Royal Docks opposite London City Airport. Designed by Farrells, the new build element of Phase One was completed in 2019, with 21 Grade A office buildings totalling c565,000sqft of commercial space. The remainder of the site has consent in place for further employment uses as well as having opportunities for significant meanwhile uses.



Albert Island: Albert Island marks the original eastern entrance to the Royal Docks, between the Thames and Royal Albert Basin. Today, it is an epicentre of rail, road, runway, and river networks and will become the future focus for London's growing infrastructure and logistics industries. The 10 hectare site achieved planning approval in March 2021 for 16 homes (50% affordable) and up to 800,000 sq ft of employment space, including light industrial, a new shipyard and offices for small, medium, and large businesses.

Development sites outside the Enterprise Zone



Thameside West: This Foster + Partners master planned scheme from Silvertown Homes will deliver approximately 5,000 new homes in a significant residential led, mixed-use development that includes a new school, DLR station, workspace and parkland. It is located on the old Carlsberg-Tetley site along the Thames, opposite Greenwich Peninsula. Construction is underway, with phased completion expected in 2030 alongside completion of the Silvertown Tunnel. Planning status: outline consent for the whole scheme, with detailed consent for phase 1.



Royal Albert Wharf: The RIBA award-winning new community, at the eastern end of the Royal Docks, includes 1,856 new homes and just short of 100,000 sq ft of new workspaces, artist studios, shops, a café, and leisure and community space between Gallions Reach DLR, Royal Albert Basin, and the Thames. The development has full planning consent, early phases have been completed, with full completion expected in late 2025.



Brunel Street Works: 975 mixed-tenure homes are being delivered at Brunel Street Works, in partnership with developer Vistry. The site, which sits on Silvertown Way in Canning Town, will also provide approximately 861,000 sq ft of mixed-use and community space, including a 110-bedroom hotel. With phased completion and the first blocks completed in 2021 – all delivered by Vistry.



Millet Place (at Pontoon Dock): These 154 private rental apartments and 82 affordable homes by Grainger and LinkCity are situated beside Pontoon Dock DLR station and Thames Barrier Park. Completed in 2020 this scheme is providing 8,000 sq ft of ground floor mixed-use and community space.



Royal Eden Dock: Royal Eden Dock is a new residential-led development, developed by Mount Anvil and ExCel London, situated between Royal Victoria DLR station and the new Elizabeth Line station at Custom House. The development will deliver 796 new homes, and 5,000 m² of landscaped gardens, all less than 100 metres from the water's edge.

A separate document:

Our Guide to Developments in the Royal Docks

provides a more comprehensive picture of all the different developments underway in the Royal Docks and can be downloaded from:

www.royaldocks.london

Our ambition

The Royal Docks will become one of London's most diverse and vibrant quarters, locally driven and globally positioned. A home for enterprise, creativity and culture that sets new standards for sustainable growth and investment, powered by its diverse communities, its pioneering spirit and global links.

We want to transform the Royal Docks, once the largest enclosed docks in the world, into one of London's most diverse and pioneering places – a residential, business and visitor district, with global reach. The area will play a significant role in London's economy, driving the capital's sustainable growth and profile, as well as creating new pathways and prosperity for local people. It will be a place that is open and inclusive – renowned locally, nationally and internationally as a place of energy and excitement, with enterprise, creativity and community at its heart.

New affordable homes and workspaces, beautifully designed public spaces, excellent transport connections, a vibrant waterscape, and a world-beating cultural programme, will reinvigorate the area as an accessible, authentic and attractive place where people flock, and flourish. The transformation of the Royal Docks will set new standards for sustainable growth and investment in London, where the well-being and prosperity of local people, and the environment, takes centre stage. Local talent will be nurtured and celebrated; development will be high-quality and sustainable, and the benefits of regeneration shared by all.

Summarised below are the 5 cross-cutting programmes that underpin our ambition for the Royal Docks. These are expanded on in the 'What we are doing' section on page 20.

1 Place: Creating a major mixed-use destination

A place of immense scale and opportunity; with sustainable and cohesive neighbourhoods; high-quality public spaces; and an active waterscape that provides opportunity and experiences for all.



2 Connectivity: Boosting accessibility and active travel

An area that is resilient, smart and connected; with transport options and infrastructure that support the Royal Docks to be a greener, healthier and more prosperous place, with global reach.



4 Culture: Powering London's cultural engine

A world-class creative production centre that is internationally renowned for its distinctive and high-quality cultural programme, inspired by the people and places of the Royal Docks; an irresistible place to live, work and visit.



3 Economy: Driving the capital's productivity and growth

An internationally significant hub of enterprise and employment; a pioneering and progressive place, committed to responsible growth and the wellbeing and prosperity of local people.



5 Identity: Locally driven and globally positioned

An area that is shaped by the pride and participation of local people; a place that sets new standards for sustainable and responsible growth, and which supports London to be a more open and inclusive global city.

Our approach

The Royal Docks Team is a dedicated and multi-disciplinary team established by the Mayor of London and Mayor of Newham in 2017. It includes officers from the Greater London Authority, Newham Council, Transport for London and LEAP. The team is responsible for delivering the £314m investment programme, approved by the Mayor of London in 2018, and reports into the Royal Docks Enterprise Zone Programme Board, which is co-chaired by the Mayor of Newham.

Working with partners

Working collaboratively with local partners and stakeholders is key. The Royal Docks is being remade by many. Developers, landowners, architects, businesses, communities, government and more, are all driving change across the area. A key role for the Royal Docks Team, therefore, is to think strategically across the whole of the Royal Docks estate, working with local stakeholders and partners, to build consensus and take co-ordinated decisions and actions.

It's only through aligning our efforts and resources, that we can meet our overarching ambition for the Royal Docks and ensure the £5bn pounds worth of investment that is being channelled into the area delivers for all. We do this through various mechanisms like the Royal Docks Networking Forum, the Developers Forum, the Creative Partners Network and the North Woolwich Steering Group, as shown in appendix 2. We are also in the process of developing a Business Network, to further facilitate joint working and knowledge sharing between different partners.

Involving local people

Involving local people in the transformation of the Royal Docks is also paramount. We want to ensure that everyone that lives and works in the area is able to get involved and reaps the benefit from the huge changes underway, whether that's through new jobs, improved neighbourhoods, better transport options, or communities coming together to celebrate and enjoy new public spaces and events. Since 2018 we have engaged lots of different people in conversations about what changes they would like to see, as shown in appendix 3. Nearly 2,000 people joined our big conversation in the summer of 2019 and feedback captured through this and other engagement exercises has helped to inform this updated Delivery Plan, as well as other strategies that we have produced, including the Royal Docks Public Realm Framework, Communities Strategy and Cultural Placemaking Strategy.

Both Mayors are committed to ensuring that the area's diverse community has an equal voice and stake in the regeneration process, so this remains at the heart of our approach. Through mechanisms like the Royal Docks Public Spaces Working Group, Creative Connectors and other resident-led forums, we aim to unleash and harness the skills, talent, ingenuity and aspirations of all parts of the Royal Docks community – so that we are all working together for a better future.



A regeneration exemplar

We want fairness, inclusivity and sustainability, to be the defining features of the Royal Docks' long-term success and therefore the principles of environmental sustainability, equalities and inclusion, and community wealth building, are embedded throughout our delivery programme and approach. The Royal Docks Success Framework, which sits as an addendum to this Delivery Plan, sets out the overarching aims and ambition of the Royal Docks Team and how we will monitor and report on our progress going forward. A summary of our approach is included in the 'Measuring Success' section on page 72. We will also be working with our various partners and stakeholders in the area, to embed this approach in the wider area, so that we are all working collectively and collaboratively to create a green and fair future, for the Royal Docks.

Long-term value

The Royal Dock Enterprise Zone is a 25-year investment programme (2013-2038), funded through retained business rate income. It is part of the government's strategy to drive long-term economic growth and has a core focus on job creation and workforce development. Ensuring there is a long-term revenue stream beyond the life of the Enterprise Zone, is a key priority of the Royal Docks Team. This will ensure we are able to support the long-term stewardship of the Royal Docks estate and deliver a positive legacy for the area and its communities, long after the Enterprise Zone designation has expired. A robust commercial strategy will therefore sit alongside this Delivery Plan, to enable optimum value to be extracted from existing contracts, and for new commercial opportunities to be realised, including other government funding sources, corporate sponsorships, rental income, leases and commercial hires.

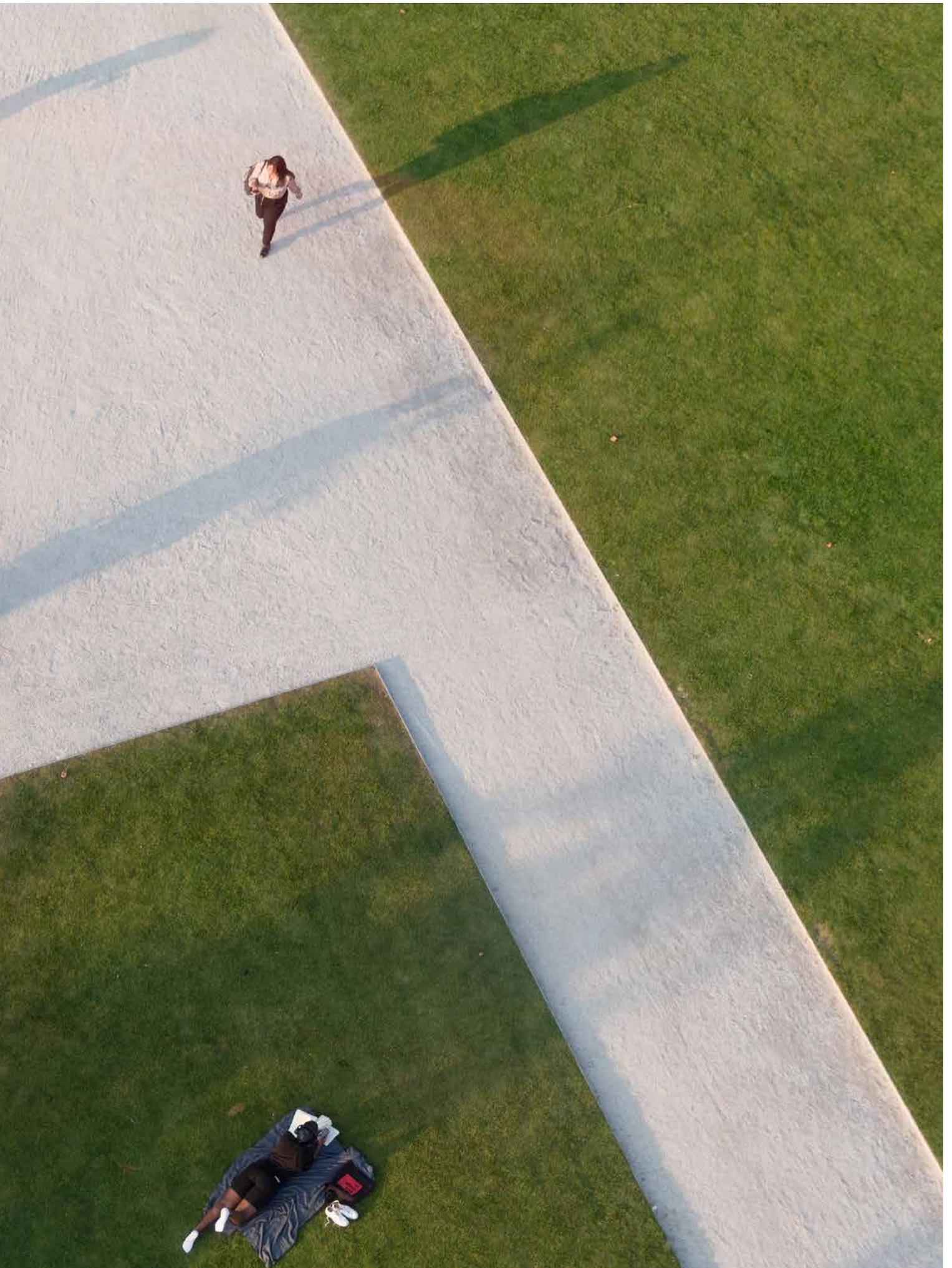
What we are doing

Our updated Delivery Plan will guide our actions and that of our partners, to ensure we are working seamlessly to bring about the cohesive and sustainable transformation of the Royal Docks. The next few years are critical, and it is important that we remain flexible, responding to the challenges and opportunities of recovery, as they emerge, at both borough and city level. Our priority, however, is to support, encourage and enable investment in the areas that will deliver maximum long-term value for the area, such as accelerating the delivery of key development sites to unlock new affordable homes and workspaces, boosting the area's connectivity so that it can attract talent and investment, and equipping local people with the skills, employment and opportunities that will enrich their lives.

Five cross-cutting programmes underpin our Delivery Plan, and over the following pages, we set out what we are doing under each of these, to drive positive and inclusive change across the area. Each of these programmes encapsulate our ambitions for the Royal Docks and include a set of measurable aims and outcomes, as set out in the Royal Docks Success Framework, that we will use to track and report on our progress.

- 1. Place**
- 2. Connectivity**
- 3. Economy**
- 4. Culture**
- 5. Identity**





1. Place





A place of immense scale and opportunity; with sustainable and cohesive neighbourhoods; high-quality public spaces; and an active waterscape that provides opportunity and experiences for all.

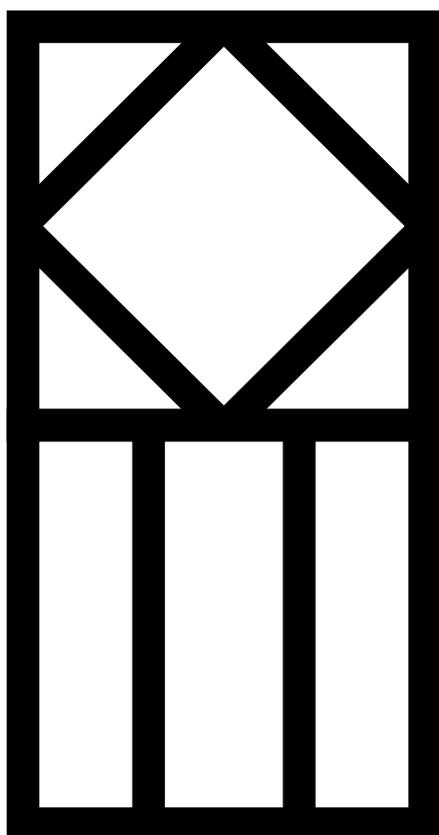
The Royal Docks were once the beating heart of the UK's shipping industry. Today the area's 12 miles of extensive waterfront is being comprehensively redeveloped into an exciting mixed-use destination, where new homes, workspaces and other community amenities come together in an attractive urban environment.

The Royal Docks is reclaiming its historic vibrancy, but with an added focus on sustainability, quality of life and inclusion. New homes and workspaces will be affordable and accessible, and meet the highest design and sustainability standards. We're also investing in our streets, public spaces, and water's edge; creating an attractive and accessible route through the Royal Docks and helping to establish it as an exciting new waterfront destination, that meets the needs of all.

Attractive thoroughfares will connect up old and new neighbourhoods, making it easy to get around by bike or on foot, and new public spaces will host exciting cultural, community and sporting events, that bring everyone together. We are also opening up access to our biggest asset – our water – creating a world class waterfront that provides opportunities and experiences for all.

Key outcomes

- The Royal Docks is home to resilient and cohesive neighbourhoods, which communities identify with and feel a 'belonging' to
- The Royal Docks spaces and places are high quality, inclusive, and sustainable meeting the needs of all groups and users
- The water and water's edge is activated, providing opportunities and experiences for all communities



Key achievements

- Public Realm Framework completed – an overarching spatial plan to guide development
- Royal Docks Design Guides completed to ensure an inclusive, accessible and coherent public realm
- Extensive site clearance and enabling works at key sites to unlock and accelerate development
- Mass greening programme, with 120,000m² of public realm enhanced and approx 330 new trees planted
- 30 new pieces of street furniture and two new Brompton bike hire stations installed
- Repaired/reopened the route along the northern edge of Royal Albert Docks, opening up pedestrian access
- Planning permission secured in 2020, for a 1,150-seat theatre at Royal Albert Dock
- Refurbishment programme underway at Thames Barrier Park, including the café
- Landscaping, repairs and public realm improvements to improve accessibility



Our actions

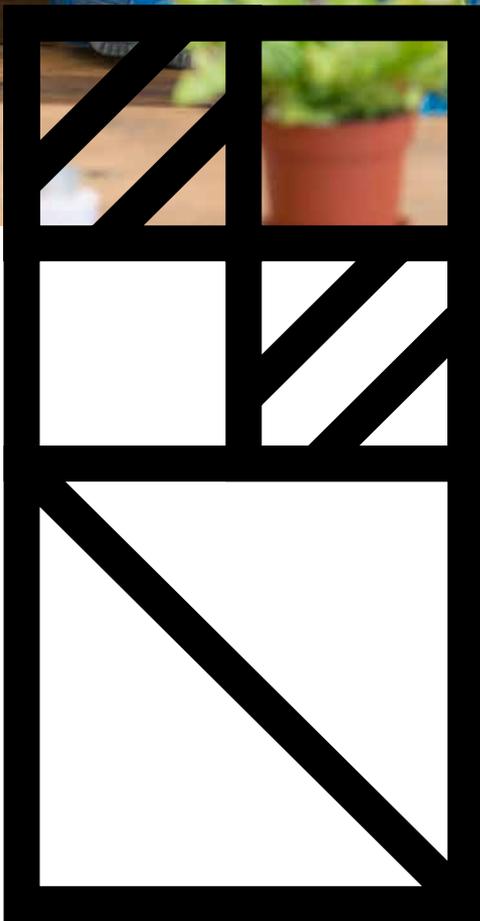
1 Facilitating development

Delivering balanced growth in the Royal Docks, and creating sustainable, inclusive places that cater to the needs of residents, workers, visitors, and the environment, remains paramount. The Royal Docks is the Mayor of London's largest land-led regeneration project, with over 175 hectares in GLA ownership and so a key priority for the Royal Docks Team will be to work with our partners to co-ordinate the design, delivery and management of our different developments in the Royal Docks. This includes ensuring new homes are built to the highest sustainability standards and meet the 50% affordability target, set out in both the new London Plan and Newham Local Plan. Most of our sites in the Royal Docks now have development partners and planning consent, with close to 2,000 new homes built or currently under construction.

Notable milestones since 2018 include:

- **Royal Albert Dock** – first phase of a large scale employment-led district completed, with 21 new Grade A office buildings and c.565,000 sq ft of commercial space delivered.
- **Silvertown Quays** – detailed planning consent for c.900 homes and 500,000 sq ft of commercial floorspace, as the first phase part of a major mixed-use development in the heart of the Royal Docks.
- **Albert Island** – planning consent approved for c.800,000 sq ft as part of a strategically important employment site in the east of the Royal Docks that will house a new shipyard.
- **Thameside West** – hybrid planning consent for 5,000 new homes in a significant mixed-use development that includes a new school, DLR station, workspace and parkland.
- **Royal Albert Wharf** – just under 1,000 new homes completed as part of an ambitious development that will deliver 1,800 homes across three key sites at the eastern end of the Royal Docks.
- **Brunel Street Works** – completion of 172 new homes as part of a new development that will deliver 975 homes as well as re-establish Silvertown Way into an active streetscape.

We have also identified a number of 'opportunity sites' which sit outside of existing development agreements, which could support the area's growth and contribute a diverse mix of new uses to the area. This includes the area around Crystal Gardens in Royal Victoria Dock, as well as the area north of Connaught Bridge. Further master planning and feasibility work is now being progressed in each of these areas as a priority.



2 Enabling meanwhile uses

There is a wide range of under-used sites and buildings across the Royal Docks where development has not yet begun. We will work with developers to bring life to these spaces in the interim, with a range of cultural and community activities. For example, we are supporting with the delivery of an international theatre on land that is not going to be developed for another 5 years. This new venue, named the Royal Docks Theatre, is expected to open in 2023 and will be a purpose-built home for the acclaimed historical Dutch theatre experience, Solder of Orange, supporting the creation of up to 150 new jobs and helping to boost the area's visitor economy. We are also committed to opening up meanwhile place-making activities to local communities and will work with our partners to facilitate a range of opportunities, creating spaces and testing new uses, where social as well as economic value can be created. This includes developing a register of all the underused land and assets, across our landholdings, and supporting communities to come forward with new proposals.



New planters and landscaping improvements at Royal Victoria Gardens

3 Improving public spaces and connectivity

In 2019, we produced the Royal Docks Public Realm Framework (PRF), an overarching spatial plan aimed at addressing the scale and fragmentation of the area. It sets out a programme of public realm investments that will knit the Royal Docks together, delivering a step-change in the quality, function and experience of the built environment. It provides a springboard for effective collaboration and co-ordination with different landowners and developers in the Royal Docks, who are responsible for delivering the majority of new public spaces. Our priority will be to join the dots between these new spaces, to make sure the area as a whole is connected, accessible and safe.

Planned investments including new walking and cycling connections, greening programmes, and opening up and activating the dock edge. We are now developing detailed plans for a wide programme of enhancements over the next few years, including a pilot for a floating garden in Royal Victoria Dock, re-landscaping the lawns, south-east of Royal Albert DLR station and the vacant land west of the University of East London, upgrades to Connaught Crossing, and a new look for Thames Barrier Park. A set of Design Guides has also been co-developed with local communities, to help ensure the Royal Docks evolves as an inclusive and accessible place with a consistent approach to wayfinding, lighting and landscaping, that will improve the cyclist and pedestrian experience.



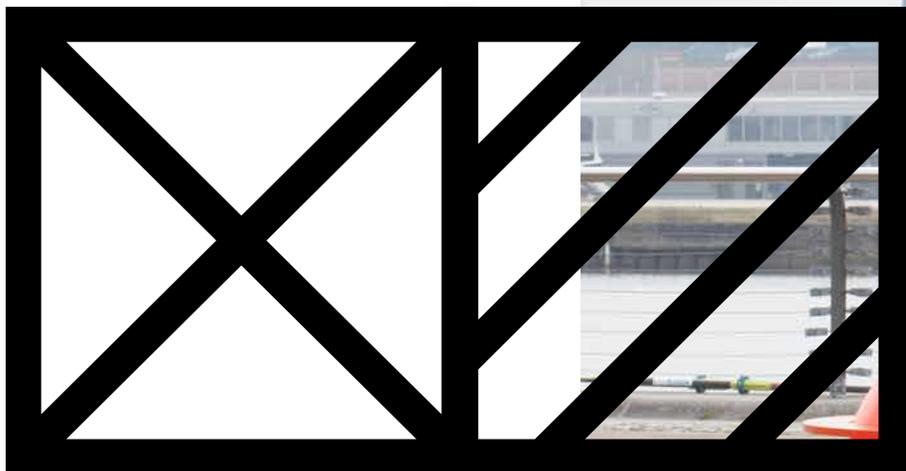
The Ship of Tolerance, an international conceptual art project, moored in Royal Victoria Dock, as part of our 2019 summer festival

4 Showcasing our water

The docks themselves – at 5km long and with over 158 ha of non-tidal water – remain one of the area’s most distinctive assets, with the potential for cultural and recreational offers that appeal on a local, regional and global scale. They remain underutilised, however, compromising the area’s sense of place and permeability. In late 2021 we commissioned a comprehensive strategy for the water, following previous engagement with stakeholders and the local community. The strategy will build on the PRF and set out the role and purpose of the water, demonstrating how it can support the area’s overall growth and sustainability. This will act as a cornerstone for us and our partners, guiding how we use, manage and maintain the water. Key priorities include looking at the role of the water for renewable energy and climate adaption purposes, activation of the water for cultural and commercial uses; and opening up the dock edge as a key amenity and route.

5 Funding the long-term

The Royal Docks is a large area, composed of a complex mix of different land uses and ownerships. A key priority for the Royal Docks Team will be to work with key stakeholders, including developers and the Royal Docks Management Authority (RoDMA), to agree an appropriate financial and management structure for the long-term ownership and maintenance of public spaces in the Royal Docks, as well as the water. This will ensure there is appropriate long-term stewardship of the Royal Docks, as a place, and the public sector's investment – that will continue to deliver a positive legacy for the area and its communities, long after the Enterprise Zone has ended.



Young architects showcasing new waterside seating, commissioned by the Royal Docks Team, as part of the London Festival of Architecture



2.

Connectiv



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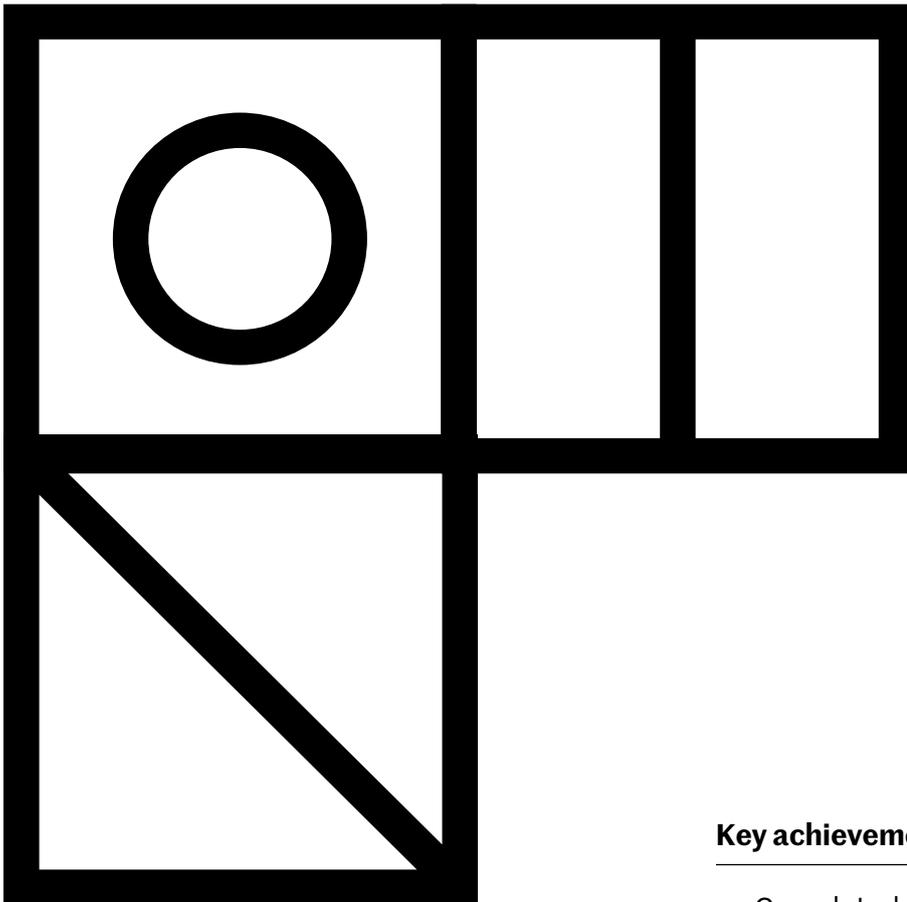
An area that is resilient, smart and connected; with transport options and infrastructure that support the Royal Docks to be a greener, healthier and more prosperous place, with global reach.

Over the past 20 years, the Royal Docks has benefitted from significant investment in transport, which has helped to establish the area as a major global gateway, attracting millions of visitors a year from around the world. Today an equally bold and pioneering programme of transport investments is underway, that will ensure the Royal Docks is more accessible than ever with sustainable transport options that will support healthy communities and connect people to wherever they want to go.

The arrival of the Queen Elizabeth Line at Custom House; TfL's investment in the DLR network; a brand-new river crossing and DLR station at Thameside West, and new pedestrian and cycle bridge across Royal Victoria Dock – will all radically improve the area's connectivity, making it one of the most accessible gateways in London, easy to get to, and get around. We are also upgrading the area's electrical capacity and ensuring there will be reliable ultrafast broadband, ready for new homes and businesses.

Key outcomes

- The Royal Docks has access to high-quality infrastructure that supports the area's sustainable growth and resilience
- Connectivity to and through the area is maximised, with active modes of travel a 'first choice' for all
- The Royal Docks environment supports healthier communities and quality of life



Key achievements

- Completed the Digital Infrastructure Study to support the roll out of super-fast digital connectivity
- Early engagement, feasibility and design work to inform DLR station upgrades
- Secured funding and approval to build a new electricity substation in the Royal Docks



Our actions



A major programme of upgrades to DLR stations will improve passenger connectivity and experience

1 Upgrading DLR stations

Over the past few years, we have been working with TfL to lay the groundwork for a major programme of upgrades to DLR stations in the Royal Docks to help enhance arrival points and improve passenger connectivity and experience. This has included stakeholder consultation on station designs, with proposals ranging from new platform canopies, step-free access, cycle parking, wayfinding and extra ticketing facilities. Feedback from this process is now guiding our long-term investment plan, so that station improvements are prioritised and phased to accelerate the area's regeneration. Key priorities for upgrades, that will be funded through our programme, include:

- **Pontoon Dock** – to directly support the developments at Silvertown Quays, Royal Wharf and Millet Place. This will also support the wider improvements along North Woolwich Road.
- **Royal Victoria** – a major gateway to the Royal Docks. The station upgrades will enhance this important arrival point, improve passenger experience and resolve existing operational issues.

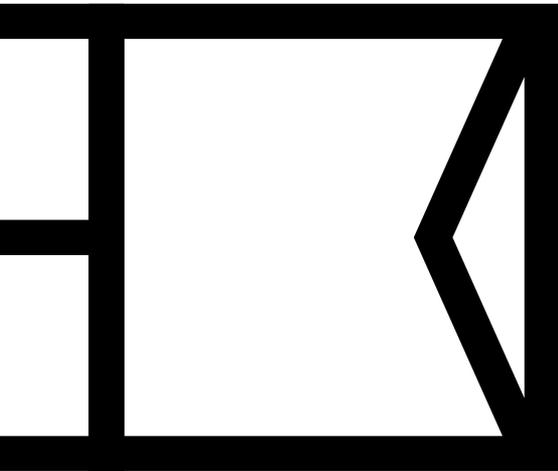
- **Thames Wharf** – design works proposed to prepare for a new station to help unlock and support the delivery of 5,000 new homes and c200,000sq ft of employment space at Thames-side West.
- **Canning Town** – feasibility and design work to consider options to unlock capacity and meet the increase in passenger demand from developments across the Royal Docks, Beckton and Custom House.

We will continue to work with TfL over the next few years to finalise detailed design proposals and implement selected improvements for each station, with an anticipated completion date for all works by 2026. This sits alongside other TfL investment which includes an expanded depot at Beckton Station and approximately 43 new DLR trains.

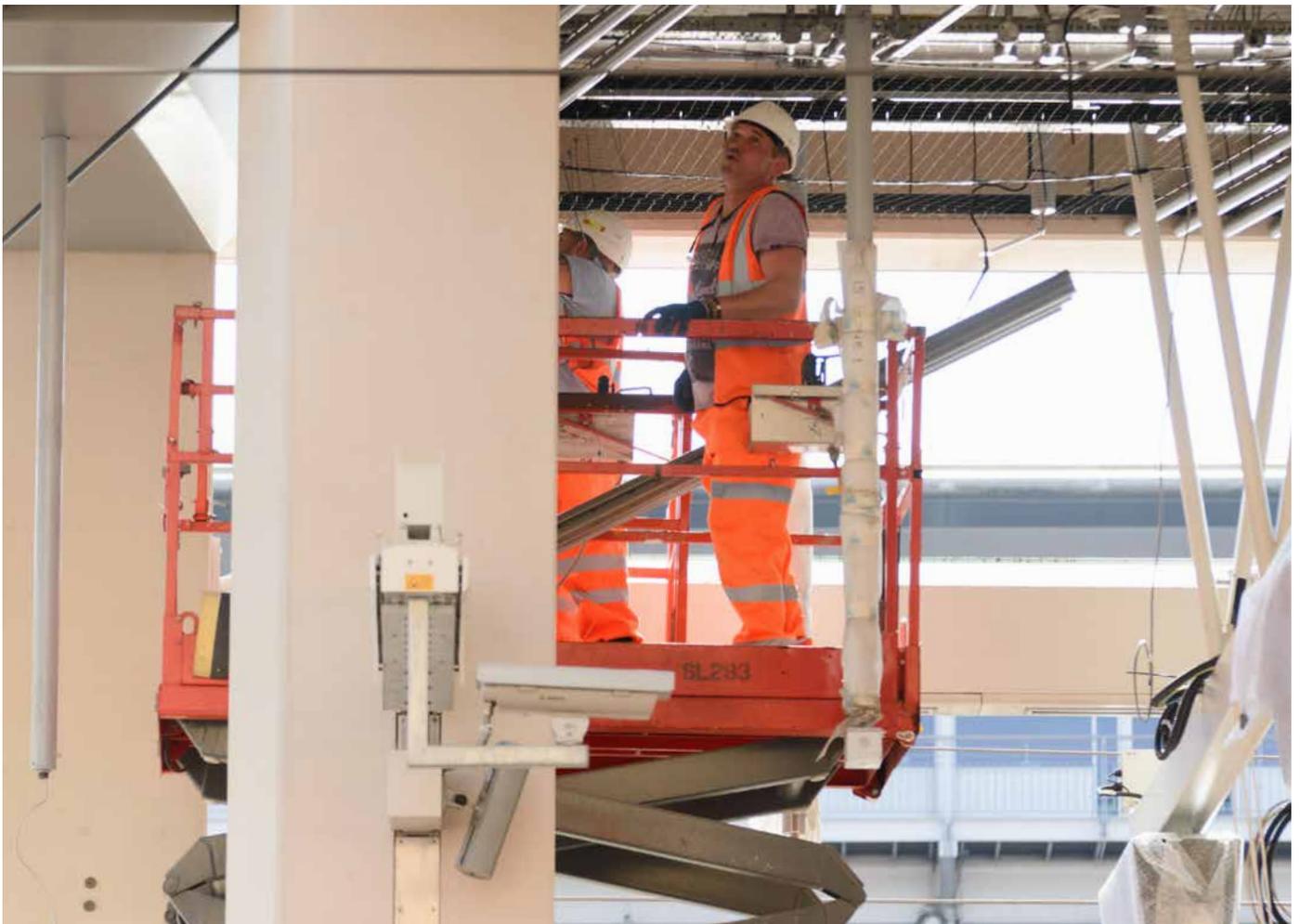
2 Reinforcing electricity

Significant investment in the Royal Docks' electricity supply is essential. The current network is unable to meet the demands of growth, and so the Royal Docks Team has spent the past two years working with developers and UK Power Networks (UKPN), the local distribution network operator, to identify how to unlock the additional capacity required.

A major milestone was achieved in October 2020, when £25m of Enterprise Zone funding was approved to build a new primary substation in the Royal Docks to complement upgrades to the local power distribution network. Site investigations are now underway, with the substation most likely being developed on an under-used piece of land in Beckton, opposite Gallions Reach DLR station. The new electricity supply also requires installing 2.1km of new cabling to the Royal Docks. Expected to be delivered by 2025, this investment will be vital to support the new homes and jobs expected in the area over the next 20 years.



Meeting the demands of the area's growth



3 Redesigning the Royal Docks Corridor

North Woolwich Road and Silvertown Way, as a strategic corridor running from Canning Town to London City Airport, was constructed to serve the historic industrial uses of the Royal Docks; however, the area has become much more residential in recent years, and therefore the current road layout is not fit for purpose. We have been working with Newham Council, TfL and key communities and stakeholders, over the past two years, to explore redesigning the road layout, whilst supporting the continued employment and industrial uses in the area. Our ambition is to transform the road into a safe and vibrant high street with less traffic, improved air quality and reduced pollution levels.

Improved walking and cycling facilities, better access and connections to public transport, more trees and planting, and active ground floor uses will ensure there is a better balance between pedestrians, cyclists and other road users. It will also help to connect the existing communities on the river's edge with the opportunities and amenities emerging in the Royal Docks. The next phase of the project will be to further engage stakeholders and communities, invest in detailed highways design, undertake utility diversions and complete pre-construction works, with anticipated delivery by 2025.



Improving walking and cycling facilities to support more active travel



4 Enabling the Silvertown Bridge

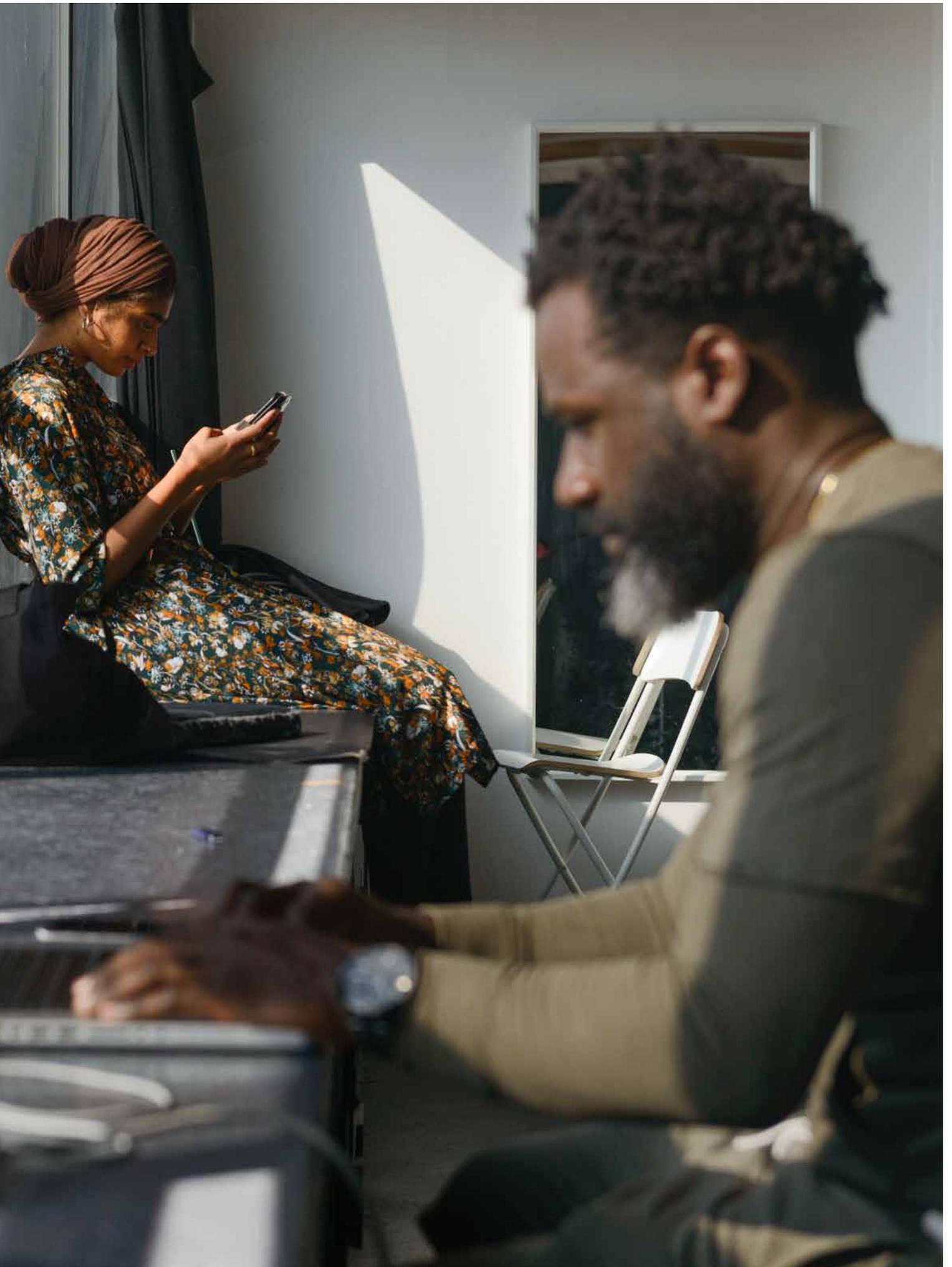
Whilst the Royal Docks is well served in terms of transport infrastructure, north and south connections are limited. We're currently working with The Silvertown Partnership, ExCeL, RoDMA and the London Borough of Newham, to agree the designs for a new pedestrian and cycle bridge over Royal Victoria Dock. This will help to boost capacity and provide access to the new Custom House Crossrail service for Silvertown Quays, Britannia Village and the new riverside developments on the south side of the Docks. We are also actively working with RoDMA to improve access and repairs to the existing high-level suspension bridge that crosses Royal Victoria Dock.



5 Unlocking high speed data

Access to reliable and high-speed data in the Royal Docks is critical. Following detailed mapping of future network demands in 2019, we have now published the Royal Docks Digital Infrastructure Study. This sets out a clear digital narrative for the Royal Docks and is an important blueprint for a more proactive rollout of digital infrastructure in the area, including full fibre connectivity to properties, mobile infrastructure that will support high-quality 5G provision and smart city infrastructure to support a more innovative and sustainable public realm. New capacity will be delivered by mobile and internet providers, but this requires an enabling regulatory environment coupled with digital-friendly local planning and street work policies. The Royal Docks Team is working with the London Borough of Newham to address co-ordination challenges that could either disincentivise investment or slow down delivery.





3. Economy





An internationally significant hub of enterprise and employment; a pioneering and progressive place, committed to responsible growth and the wellbeing and prosperity of local people.

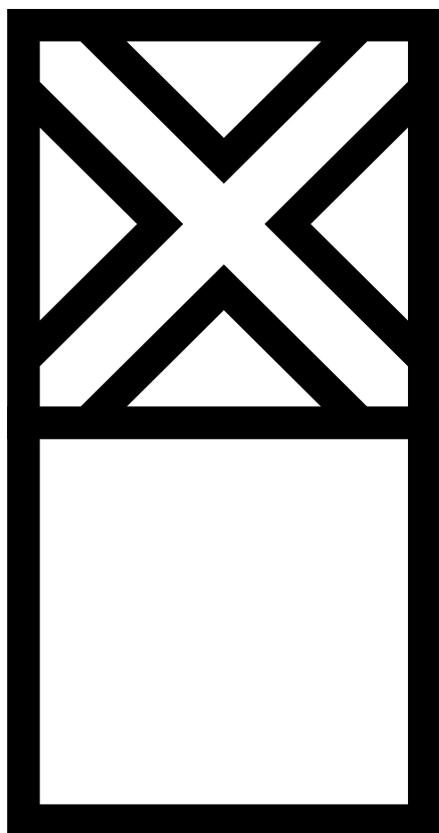
In the mid-1800's the Royal Docks opened a new world of commerce to London, drawing people and produce from all over the globe. Today the area is re-emerging as one of London's leading economic centres, home to industry giants and pioneering new businesses and start-ups, in sectors ranging from green tech to creative production and business tourism.

The area's status as London's only Enterprise Zone, in a borough that champions community wealth building, offers unrivalled scope for more inclusive economic growth, driving London's recovery and competitiveness whilst also delivering better outcomes and opportunities for local people.

We're working hard to attract forward-thinking companies, that share our culture of inclusivity and innovation, and plan to develop one of the most productive and creative work ecosystems in the capital, creating thousands of new enterprise opportunities and jobs. We're also investing in the skills and talent of local people, so that there is pipeline of skilled local labour in the area's key sectors and priorities for growth.

Key outcomes

- The strength and resilience of the local economic ecosystem is enhanced, creating new opportunities for enterprise and employment
- The Royal Docks has a clear and distinctive economic role in London, with a reputation for innovation and sector specialisms that are important for London's growth and productivity
- The Royal Docks economy is responsible: creating opportunities, pathways and prosperity for residents, as well as managing and mitigating the environmental impacts of growth



Key achievements

- Development and endorsement of the Royal Docks Economic Purpose
- Launch of the £13m Royal Docks Good Growth Fund (GGF)
- First GGF awarded for social enterprise that will provide affordable creative workspace, and support 200 jobs
- Royal Docks Community Wealth Building Business Pledge launched, with numerous key employers signed up
- Royal Docks Internship Programme developed, with first cohort of 14 young people



Our actions



Offering the right blend of workspace and support to attract business and talent

1 Establishing the Royal Docks as a significant business hub

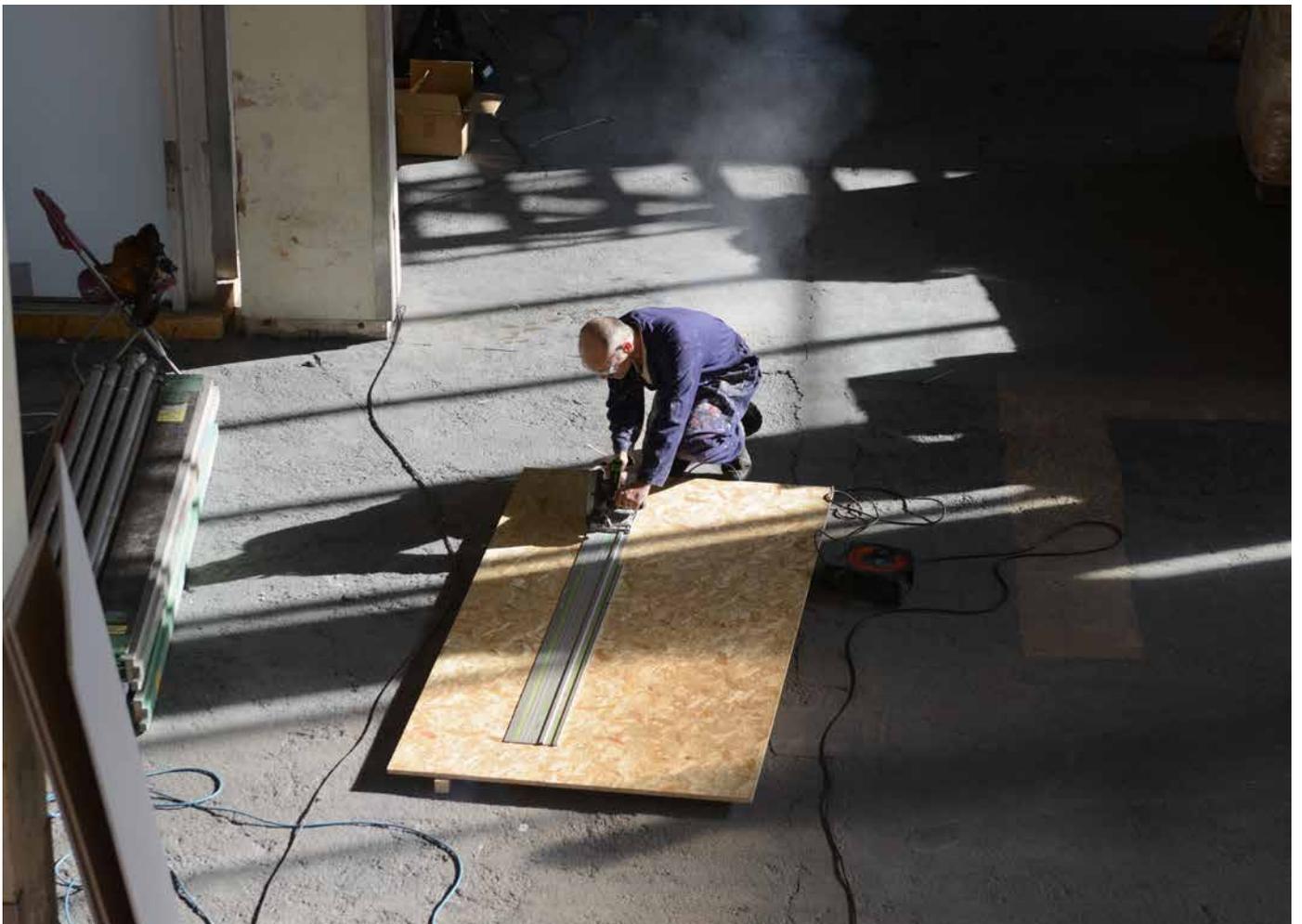
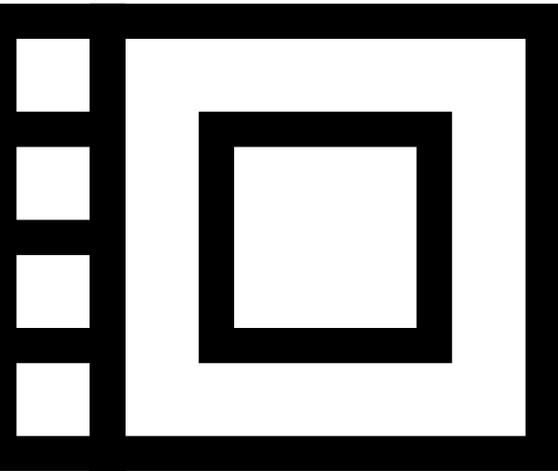
The Royal Docks has the potential to become a globally recognised business hub, on a par with other major economic centres across London. It is already home to a number of important city 'assets' which support London's global links and competitiveness. The arrival of City Hall will further strengthen these links and help create added economic impetus and profile for the area. The business base is currently skewed towards industrial, leisure, hospitality and public sector services. However, there is significant headroom for growth with the potential for up to 60,000

new jobs and the scaling of key economic sectors that will be important for London's recovery. This includes the green and social innovation economy, cultural and creative industries, financial and business services, as well as the hospitality and visitor economy sector. We aim to establish the Royal Docks as one of London's most enabling business ecosystems: offering the right blend of workspace and support to attract business and talent, whilst also stimulating jobs and ensuring better retention of wealth locally. Key aspects of the Royal Docks business eco-system include:

2 Creating affordable workspace

The provision of flexible and affordable workspace, which can attract, accommodate and support different businesses – is a critical component of the Royal Docks Enterprise Zone delivery programme. Over the past few years we have been working with our development partners to facilitate the supply of high-quality and affordable commercial workspace in the area from Grade A office buildings, to light industrial units, creative studios, and co-working spaces. This remains a priority.

We are also exploring options to invest directly to address market failures (for example in affordable workspace provision) to support the viability of a mixed-use economy in the Royal Docks. This includes land and building acquisition, exploring leasing subsidies for businesses in target sectors, supporting business incubation and accelerator operations; subsidised spaces and support for youth enterprise initiatives; as well as resources to promote successful progression between spaces across the Royal Docks.



3 Championing innovation

We want the Royal Docks to be a home for ambitious and socially responsible businesses who can innovate and lead the way in developing new processes, products and services that will address some of the city's greatest challenges, including the climate emergency. Underpinning this ambition is the Royal Docks Good Growth Fund, launched in 2020, to support projects that will accelerate the regeneration of the Royal Docks and aid the long-term recovery effort. Modelled on the Mayor of London's Good Growth Fund, and reflecting Newham's Community Wealth Building priorities, the Fund will support projects ranging

from the creation of affordable workspace and new cultural infrastructure, to improving the local area and quality of life. In addition to the Royal Docks Good Growth Fund, we are also scoping and developing other initiatives and programmes to support innovation in the Royal Docks. In March 2021, for example, the Royal Docks Renewable Energy Challenge was launched. Led by the Mayor of London and NESTA, the challenge aims to attract the best ideas and innovators to develop solutions that will use the Royal Docks water as a testbed for renewable energy production.



Investing in the talent and imagination of local young people. London City Airport STEM event



4 Providing the right support

We are developing a comprehensive business support package that will enable companies and entrepreneurs, to embed in the area and expand. An early priority includes the establishment of a local business networking service to support effective business collaboration and clusters. We are also currently engaging with specialist providers to identify the most helpful package of stimulus and business support, that will guide businesses through the immediate challenges of recovery, as well as support them to innovate and grow well into the future.

This is expected to include a mix of challenge funds, grants and equity investment, sector development programmes, incubator and accelerator initiatives, knowledge transfer partnerships and sector-specific skills programmes. Support will be available for all businesses in the Royal Docks; however, our focus will be on supporting notable business clusters and/or sectors at scale that have the potential to transform the Royal Docks economic landscape as well as deliver genuine opportunities for local people.



Communities at the centre of the area's regeneration. (Custom House Design Charette)

5 Building community wealth

Addressing the poverty and inequalities that exist within Newham and taking urgent action on the climate emergency is at the heart of the Council's Community Wealth Building agenda and recovery response. The Royal Docks Enterprise Zone delivery programme has a key role to play in delivering on this commitment, making sure the growth and investment that is underway in the area contributes to the prosperity, happiness and wellbeing of everyone. A key instrument is the Community Wealth Building Business Pledge. Developed by the Royal Docks Team, in partnership with Newham Council, the pledge aims to embed community wealth building principles into the

everyday practices and long-term strategies of all local organisations, with commitments that range from the fair treatment of staff and tenants, to buying local and cutting carbon emissions. Tate & Lyle Sugars, Expressway and Lendlease – key local businesses – have already committed to the pledge and positive conversations with other Royal Docks stakeholders are also underway. Paying a fair living wage, is a crucial aspect of the pledge, and we are currently working with Newham Council and other partners to establish the Royal Docks as a Living Wage Place, further embedding the Royal Docks' identity as a beacon for sustainable and responsible business.

6 Investing in local people

Up to 41,500 jobs will be created in the Royal Docks over the next 20 years. It is of paramount importance that local people are supported into these new opportunities, given the deeply embedded social and economic inequalities that exist in the area. We are therefore currently working with Newham Council, local businesses and the borough's jobs brokerage service to develop and deliver a comprehensive skills, training and employment programme, that will create a pipeline of skilled local labour in the area's key sectors and priorities for growth. The first cohort of the Royal Docks Internship Programme, launched in the

Spring of 2021, delivering 14 high-quality internship placements – lasting 12 months – in a range of businesses across the Royal Docks. London Living Wage salaries are guaranteed for all interns (funded 50% by the Royal Docks Enterprise Zone) as well as a bespoke package of mentoring, training and career development support. We are also developing a schools' engagement and outreach programme so that local young people can learn more about and have access to the wide range of occupations and opportunities that are supported and promoted through the Enterprise Zone.



4. Culture



A world-class creative production centre that is internationally renowned for its distinctive and high-quality cultural programme, inspired by the people and places of the Royal Docks; an irresistible place to live, work and visit.

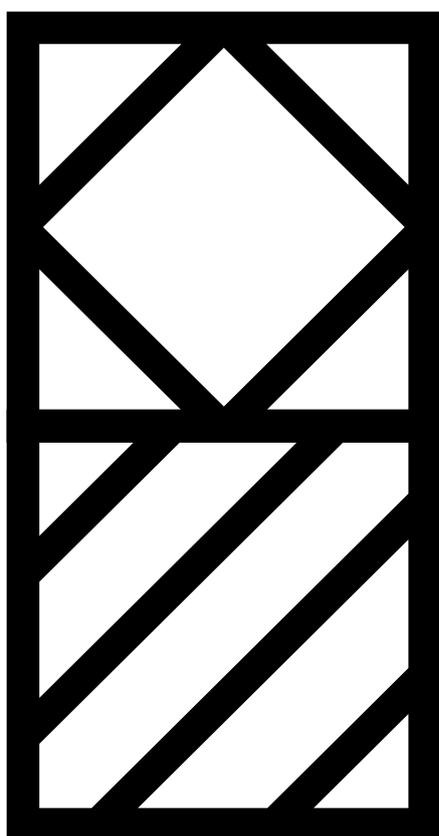
The Royal Docks will become one of the world's great creation centres, the cultural engine of London that is driven by its inclusive communities and fuelled by creativity. The area is already home to a growing cluster of creatives and artists hard at work experimenting and making in repurposed dockside buildings. We intend to build on this and transform the Royal Docks into a compelling new cultural quarter, with creative production facilities, affordable artists workspaces and cultural infrastructure that parallel the area's manufacturing past.

The Royal Docks will nurture and support creatives from within the Royal Docks community as well as attract the best artists from the UK and further afield. A world class arts and cultural programme, rooted in the people and places of the Royal Docks, will make the Royal Docks an irresistible destination and an inspiring home. Bringing new energy to our public spaces and water, this programme will cement our profile and visibility as an exceptional residential, business, and visitor destination.

The development of a robust cultural eco-system in the area, will provide local creative organisations and individuals with the resources and skills they need to flourish, with much needed opportunities for exchange and collaboration. Investing in the ideas and talent of local people, especially young people, is at the heart of our approach and we plan to embed them in our creative programme at every stage, with opportunities for training, employment and creative participation.

Key outcomes

- The Royal Docks is established as a major creation centre with a thriving creative and cultural industries ecosystem, underpinned by high-quality infrastructure, strong networks and good partnerships
- The Royal Docks' cultural programme is internationally renowned, distinctive and original. It enhances the well-being of the area's diverse communities; helps to attract visitors and investment, and celebrates the area's unique heritage, character and identity
- The creative and cultural programme creates new opportunities and experiences for local communities, especially local young people



Key achievements

- Developed and launched the Royal Docks Cultural Placemaking Strategy
- To date we have delivered 252 projects with audiences of 109,000 and 7,000 participation
- Built creative and cultural networks across the area, with over 150 partnership discussions to date
- Secured approximately £0.75m in match funding from external partners
- Delivered a number of public art installations across key gateways and routes
- Activated a host of underused sites and spaces through our Join the Docks Programme
- Planning permission secured in 2020, for a 1,150-seat theatre at Royal Albert Dock

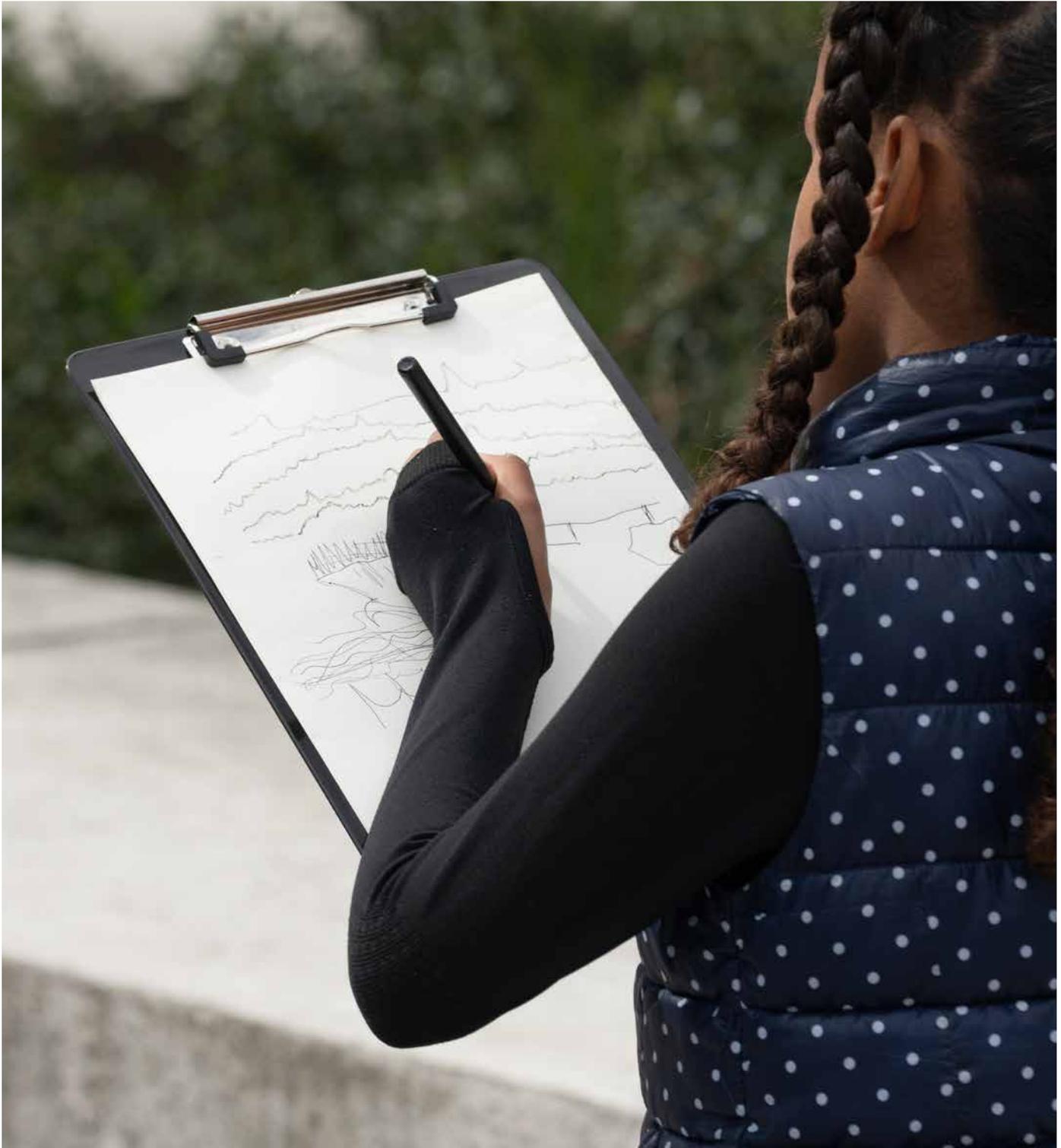


ARRIVAL, a promenade production by Matthew Dunster, Jon Bauser and imPOSSIBLE Producing. Commissioned as part of Royal Docks Originals Festival

Our actions

In 2021, we launched the Royal Docks Cultural Placemaking Strategy, a bold and exciting vision for the area's creative future, which was informed by extensive engagement with local stakeholders and communities. The strategy is underpinned by three key delivery pillars – People, Programme and Place – which give us the best opportunity to realise the full potential of the Royal Docks as a compelling, new cultural quarter that – like London itself – is a world leader in inclusion and diversity, open to all.

The Royal Docks Art Walk was one of our many community consultations, where local people were guided to draw their surroundings and to notice the spectacular in the everyday

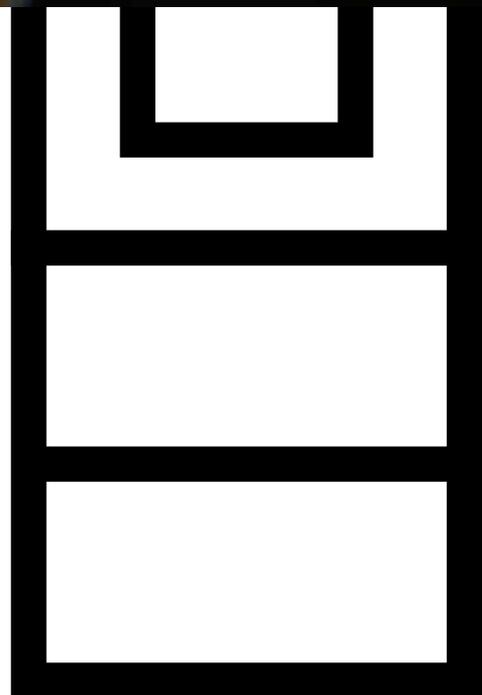




1 Building a robust creative eco-system

We want everyone in the Royal Docks to be an active participant in its creative life, and for a thriving cultural scene to exist long after the Enterprise Zone has ended. A key priority for the team, therefore, will be to build a robust creative eco-system in the Royal Docks, with strong networks and partnerships between local creative organisations, businesses and individuals.

In 2021 we established three key mechanisms: a Creative Connectors Group, a Creative Network, and a Programme Panel. These will involve residents, local creatives, and specialist artists and producers in the development and delivery of our cultural programme, providing opportunities for exchange, collaboration, and skills development. The ecosystem will help respond to the negative impacts of the pandemic by boosting the capacity and resilience of local creative practitioners, providing agency to local people, and offering development opportunities and transferable skills to local young people.



2 Developing a creative talent pipeline

Newham has one of the youngest populations in the country and so a key priority for the Royal Docks Enterprise Zone will be to equip young people with the skills, knowledge and confidence that they need to take advantage of the jobs and opportunities being created, whilst also helping local organisations to find talented local employees. The Royal Docks ambitions to be a large-scale creation centre and major cultural quarter will provide jobs, careers and creative opportunities for young people. Alongside creative participation, through our programme we plan to connect young people to professional opportunities in the area's growing cluster of cultural organisations and creative industries. This includes participation

in live projects, as well as specialist skills training, mentoring and employment. For example, in 2021, we partnered with the Royal Docks Learning and Activity Centre, Fight for Peace, West Silvertown Foundation and Oasis Silvertown Academy, to provide young people with a range of cultural participation activities, including creative masterclasses and workshops. We also involved over 500 local people in a large-scale *Royal Docks Originals* commission, and we are working with Creative Newham, a project which brings together over seventy local organisations, to develop and deliver an artistic programme, that is co-curated and produced with young people.



A platform for young talent. The Summer Stage EFG at the London Jazz Festival, supported by the Royal Docks Team



3 Establishing a world-class cultural programme

Our rich programme of cultural events and activities, will animate the vast footprint of the Royal Docks, and build the area's profile as an exciting visitor destination. The programme will be original, distinctive and responsive to the Royal Docks. Four key strands of work will respond to imperatives to develop the Royal Docks as a creation centre, a world class destination, and a vibrant place to live and work. *Our People and Stories* is the first strand.

The past, present and future of the Royal Docks provides incredibly rich material for artistic and creative exploration. It's a story that is both inspiring and complex and we plan to examine and tell these stories through the area's cultural programme. *Royal Docks Originals* will represent original and ambitious work, made in the Royal Docks. In Autumn 2021, for example, we launched the *Royal Docks Originals* Festival with a large-scale participative commission.

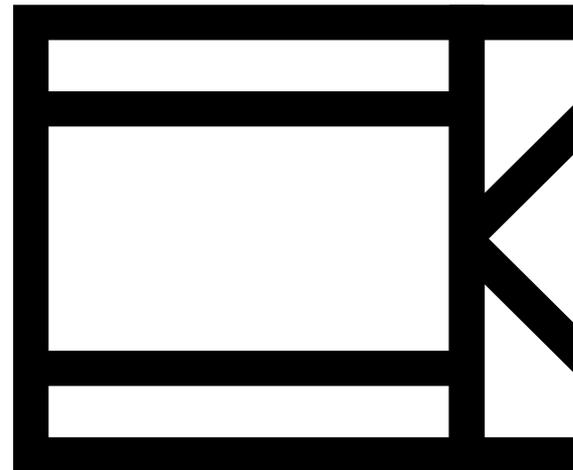
Residents, workers and the daily users of the Royal Docks are also foremost in our plans and so a priority for the Royal Docks Team will be to work with the local community, venues and traders to develop a year-round programme, called *Dock Local* that will bring new life to the area's neighbourhoods and high streets. Programmed with our Creative Connectors' group, this will include a small, time-limited fund to support small independent venues to recover from the impact of the pandemic as well as ensuring the Royal Docks is a welcoming place where people want to socialise and spend time. Public art will also play a critical role in establishing the Royal Docks as a world-class cultural destination, and in 2022 alongside updates to existing public art projects, we will develop a new framework for public art that responds to the imperatives of the Mayor of London's Commission for Diversity in the Public Realm.



Wishful: a celebration of water and light, presented as part of our Join the Docks festival

4 Activating and animating the water

Our fourth programming strand is called *On the Royal Docks*, and it responds to the Royal Docks vast water asset. Our Cultural Placemaking Strategy highlights the water's role in establishing the Royal Docks as a leading cultural destination, renowned internationally as a major centre for unique water-based events and performances. Whilst there are a few localised uses, the potential of the overall waterscape to support the aims of the Royal Docks, is currently under-realised. Therefore, we are commissioning a comprehensive water masterplan to develop a shared vision with local stakeholders and communities. It will identify the physical infrastructure we need to transform the water into a usable cultural and commercial space, capable of hosting a wide range of events. Our *On the Docks* programme will provide a new way for audiences to interact with and experience the area's water, ranging from large-scale spectacles to sporting events, to visual art installations and music festivals.



5 Developing creative workspaces and cultural infrastructure

To achieve our aim to be a large-scale creation centre we need to create the conditions for artists and creative industries to make and showcase their work in the Royal Docks. We have the space – with land, buildings and an industrial legacy that is tailor made for creative production. We are also strategically located within the Thames Estuary Production Corridor, a bold new investment programme, launched by the Mayor of London in 2017, that aims to establish the world's largest creative production corridor. A key priority for the team therefore will be to plan for and deliver the creative workspaces and assets that will forge the

Royal Dock's identity as London's creative engine. This includes repurposing what we have and identifying what we need to ensure that talented artists, emerging practitioners and companies have the space, conditions and resources to excel, and powering the creative enterprises and jobs of tomorrow. The Royal Docks team will continue work with developers and landowners to support new creative production facilities, with activities including cultural master planning, co-ordinating licensing arrangements, brokering relationships, and connecting activities with the Royal Dock's cultural ecosystem and local creative talent pipeline.



5. Identity





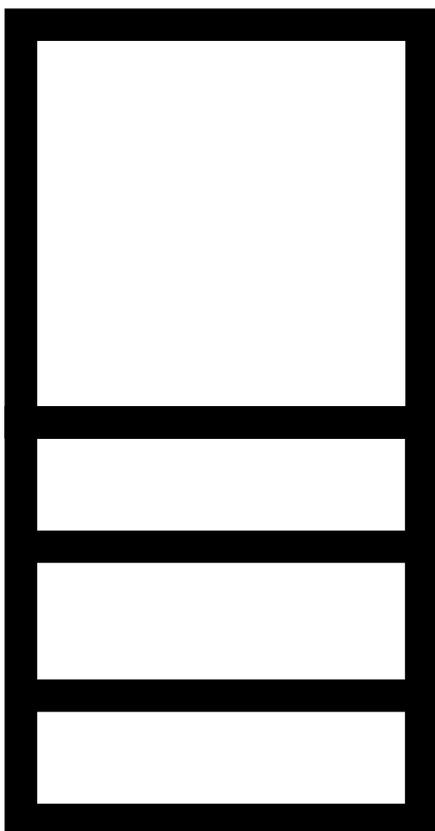
An area that is shaped by the pride and participation of local people; a place that sets new standards for sustainable and responsible growth, and which supports London to be a more open and inclusive global city.

Despite its proud history and the presence of major establishments and attractions, the Royal Docks, as a place in London, has not yet fully made its mark. Perceptions of the area lag behind the reality of the area today and as the focus of much of London's growth over the next 10 years, we need to change this. We plan to raise the profile of the Royal Docks and present a compelling story that puts it on London and the world's radar – so that we attract the right type of investment and talent, whilst also creating a cohesive sense of place and belonging locally.

Attracting people and investment into the Royal Docks is a priority, but equally important is ensuring that local communities are at the heart of plans for the area and a key part of its success. We have made good progress over the past three years. We have engaged extensively with local communities and stakeholders, and delivered ambitious marketing and communications campaigns, that have showcased the people and places of the Royal Docks. This has helped to raise the profile of the area, attracting new businesses, residents, visitors, workers and more. We now need to build on this momentum and leverage the arrival of City Hall, the Queen Elizabeth Line, and a number of major cultural attractions and events, to successfully position the Royal Docks as an iconic and inclusive place, that is reawakening.

Key outcomes

- There is sustained and inclusive involvement of local communities in the regeneration of the Royal Docks, with a strong sense of belonging amongst those who live and work locally
- The Royal Docks has a distinctive identity as a major mixed-use destination with a reputation for fairness, equality, diversity and sustainability
- The Royal Docks has a clear and compelling offer and experience for prospective investors and visitors from across the UK and the world



Key achievements

- Engaged thousands of local residents through an extensive community engagement programme
- Developed an award-winning place-narrative and brand, which has raised the profile of the area
- Launched the Royal Dock Community Strategy and Fund, to support community participation
- Delivered marketing campaigns, which have driven visitor interest, footfall and positive public sentiment
- Built visibility of the area through international partnerships and industry events and platforms
- Developed a set of investment propositions that have attracted prospective investors and occupiers
- Raised awareness and engaged target audiences through multiple communications channels and content
- Developed the Royal Docks exhibition and model to tell the story of the area's past, present and future



Local resident Andrew Morris's rainbow bridge, created during lockdown, in collaboration with RAW Labs (Royal Albert Wharf) 65

Our actions



Ensuring there is a positive legacy for local young people (Join the Docks Conversation 2019)

1 Creating a positive community legacy

A key priority for the team will be to work alongside Newham Council to ensure the regeneration of the Royal Docks is sustainable and driven by new models of community participation, empowerment and devolved decision making, as set out in the borough's recent 'Democracy and Civic Participation Commission' report. The Royal Docks Communities Strategy takes its steer from this report and was co-developed with communities in 2020/21. It sets out a shared vision for how communities will be actively involved in the regeneration of the Royal Docks – influencing

decisions, getting involved in delivery and benefiting from the opportunities that arise. Aligning resources and efforts with our partners in the Royal Docks, for the benefit of communities, is a key component of the strategy. From streamlined consultation and engagement processes, through to more joined-up and tailored community investment programmes – by marshalling and co-ordinating support, across all of our partners, we can better strengthen communities' resilience and create a positive legacy that is adaptive to change over the years.

2 Involving communities

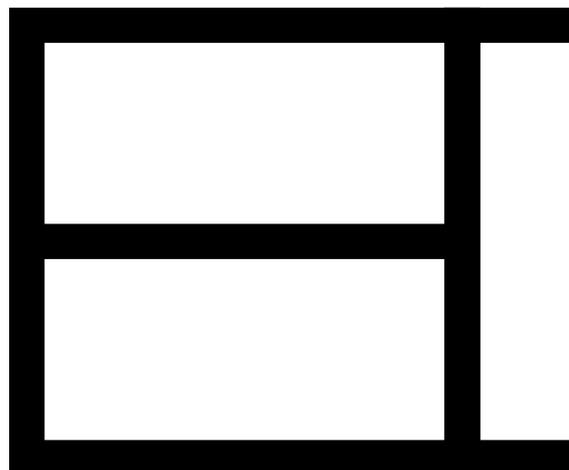
We want everyone in the Royal Docks, irrespective of age, ability or background, to be able to influence and benefit from the changes underway. A wide range of consultation and engagement activities will enable large numbers of people to share their ideas and views, and we are also establishing a number of resident-led partnerships, such as the Royal Docks Public Spaces Working Group and the Creative Connectors Group, to work alongside our team, advising on, and co-producing different projects and programmes. We are also currently working with our partners across the Royal Docks to develop a more streamlined and co-ordinated

approach to consultation and engagement, so that residents are not overwhelmed with the multiple programmes of statutory and non-statutory consultation processes, that are underway. This includes the development and publication of a Royal Docks wide engagement calendar so that local communities can easily find all of the different community engagement processes that are taking place locally. A dedicated Royal Docks hub on Newham's online participation platform 'Newham Co-Create' has recently been established so that local people can actively participate in and follow the progress of different regeneration projects.



3 Supporting community projects

Enabling communities to directly participate in the area's regeneration is also essential, and in 2021 we launched the Royal Docks Community Fund to support grass-roots activity that will enable residents to deliver their own projects to improve life in the Royal Docks. Communities can, for example, pilot new uses for vacant or underused spaces in the Royal Docks, help create public artworks or cultural activities to celebrate the area's diversity, or make streets safer, healthier and more sociable. The aim of the Fund is to enable communities to directly play a part in the area's regeneration as well as tell the story of the Royal Docks and its transformation through their own experiences. It will open-up opportunities for communities to collaborate with one another and share their stories and culture. With so much change underway in the Royal Docks, supporting communities (whether established or new) to build strong and inclusive networks, underpinned by a shared sense of belonging and pride in the local area, is a key priority for the team.



A community-focussed summer programme (Kids Summer Splash 2019)



4 Purpose driven marketing

We want fairness, inclusivity and sustainability, to be the defining features of the area's identity and success. A key priority for the team therefore will be to work collaboratively with our multiple stakeholders, to ensure the area's values of good growth and community wealth building are reflected in branding, marketing and communications activity, so that the Royal Docks is perceived as a progressive place, home to forward thinking companies and pioneers. This includes joined-up communications on area-based initiatives like the Community Wealth Building Business Pledge and our pursuit of London Living Wage status.

We have already established strong links with different stakeholders in the area over the past three years, aligning and delivering marketing, communications and engagement programmes, which have helped to build positive public sentiment and impact. This includes the development of a cross-sector marketing partnership, that brings together marketing personnel from key stakeholder organisations in the area. Work is ongoing to deepen these relationships and responsibilities, so that we can maximise resource and collaboration to build awareness and interest in the Royal Docks as a destination.



Bringing colour and celebration to the Millennium Mills, Newham Fireworks Show, 2018

5 Destination building

The Royal Docks has a bold ambition to be London's cultural engine. To build the reputation of the Royal Docks as a major cultural destination requires equally bold marketing campaigns and partnerships, that will attract creative businesses and event organisers, and inspire residents and visitors alike. 2022 brings another programme of exciting cultural activities for the Royal Docks, including major events and commissions, and the arrival of landmark cultural attractions and creative industries. These present a significant opportunity for us to position the Royal Docks as a unique

cultural destination, home to some of the capital's finest creative talent as well as a distinctive year-round arts and cultural programme. A key priority for the Royal Docks Team therefore will be to tap into the combined energy and resources of all of our creative partners and stakeholders in the Royal Docks, to design and deliver high-profile visitor attraction and marketing campaigns, that engage audiences and showcase the area's rich cultural landscape and vibrancy. A place that everyone can experience and enjoy.

6 Attracting investment

To fully realise the potential of the Royal Docks, we must attract business and investment to the area. The regeneration programme is largely funded by current and projected business rate income, which then gets reinvested into the area. A key priority for the team, therefore, will be to continue to work with our development partners to proactively target, engage and attract the type and scale of businesses and talent that we want to locate in the Royal Docks and that will help to make it a success. We will do this by identifying and engaging prospective businesses and investors, delivering

ambitious and targeted investment promotion campaigns; co-ordinating road shows and site visits; and continually investing in our communications channels to effectively promote the area and makes it easy for businesses to land. We will also continue to work with the Mayor of London's international trade, investment and promotion agency, London and Partners, to successfully position the Royal Docks around the world, showcasing the unrivalled opportunities we present for international companies who are looking to establish or grow their business in London.



Measuring success



Measuring the success of our delivery programme and reporting on our progress is a key priority for the Royal Docks Team. In 2020 we produced the Royal Docks Success Framework, which sets out our ambition for the Royal Docks and provides a point of reference for the Royal Docks Team and our partners to guide our delivery activities and investment, over the long-term. It sits as an addendum to this Delivery Plan and has been updated in line with the rapidly changing context in Newham and London, and seeks to reflect the evolution in the thinking of what success will mean for the city and its communities in the future.

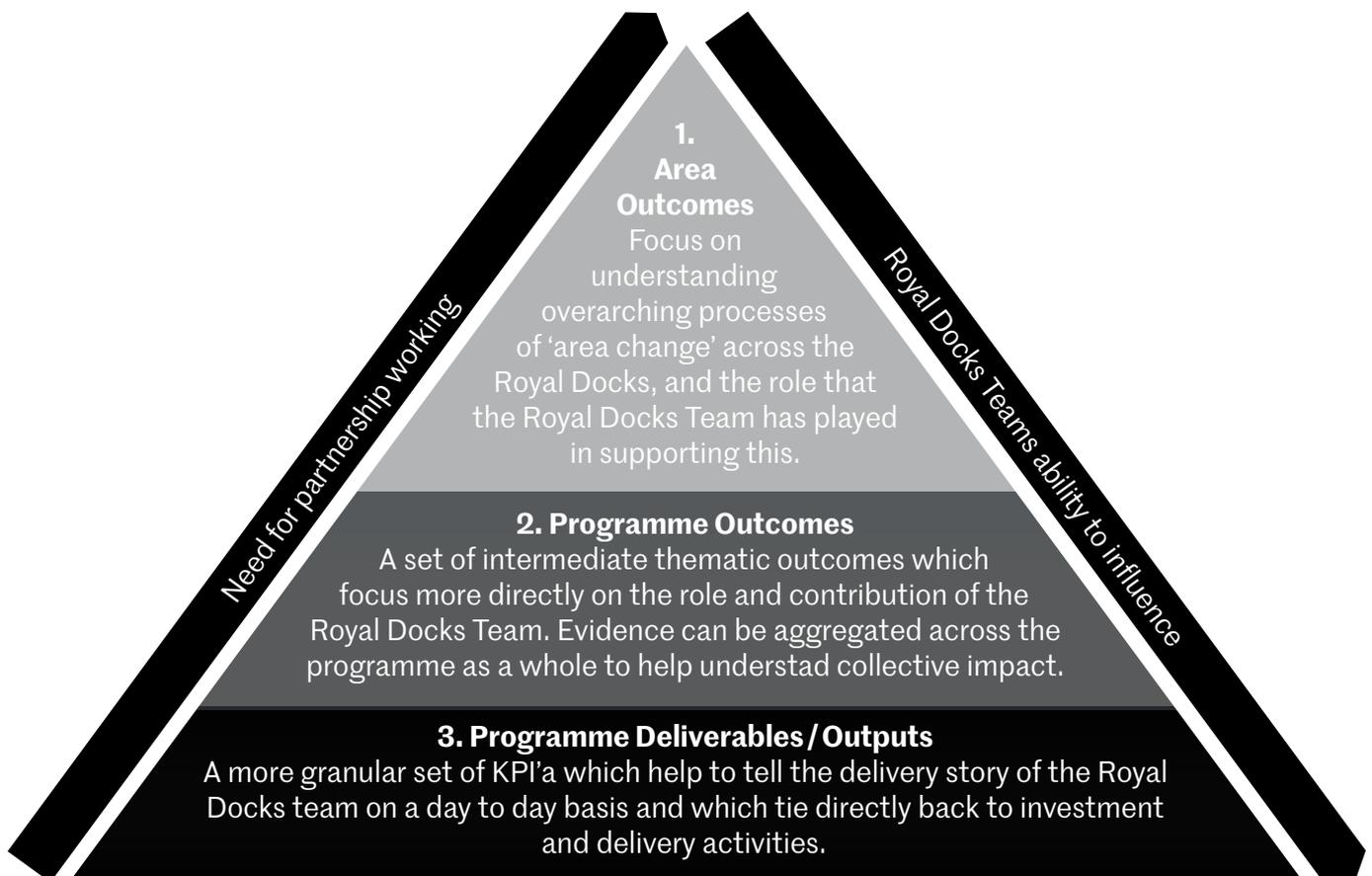
Tracking our progress is vital, so that the Royal Docks Team can:

- tailor current and future delivery activity by understanding what works and what doesn't
- gain and provide intelligence to underpin collaborative working with partners across the area
- report back to the community on our progress, as part of wider efforts to democratise access to information and encourage participation, and
- report back to core funders and partners regarding impacts and supporting the case for future investment.

The outcomes we want to achieve

The Royal Docks Success Framework identifies the positive change we are trying to achieve in the Royal Docks. It has been produced following extensive engagement with local communities and stakeholders and includes a series of outcomes and measures which encapsulate our collective ambitions for the Royal Docks Team, over the next two decades. A 'tiered' approach has been designed to ensure the direct impact of the Royal Docks Team delivery activity, can be understood.

As shown below, Tiers 2 and 3 focus on the delivery activities of the Royal Docks Team; the programme outputs and outcomes that we are directly responsible for through activities and investment, alone. Whereas Tier 1 focuses on how the Royal Docks Team delivery activity – works alongside the activity and investment of wider partners – to support overall area change across the Royal Docks.



Tier one Area outcomes

1 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.

2 The Royal Docks sets standards for social and environmental responsibility: a place which prioritises the wellbeing and prosperity of its communities, and which is recognised as a leader and innovator in sustainable forms of growth and investment.

3 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.

The outcomes that sit within the top two tiers of this success hierarchy are summarised here. The full list of Key Performance Indicators, which will be used to provide evidence on progress across all three tiers can be found in the Royal Docks Success Framework, which can be downloaded from the royaldocks.london website.

Tier two Programme outcomes

PLACE

1 The Royal Docks is home to resilient and cohesive neighbourhoods, which communities identify with and feel 'belonging' to.

2 The Royal Docks spaces and places are high quality, inclusive, and sustainable meeting the needs of all groups and users.

3 The water and water's edge is activated, providing opportunities and experiences for all.

CONNECTIVITY

1 The Royal Docks benefits from high-quality infrastructure that supports the area's sustainable growth and resilience.

2 Connectivity to and through the area is maximised, with active modes of travel realistic as a 'first choice' for all.

3 The Royal Docks environment supports healthier communities and quality of life.



ECONOMY

1 The strength and resilience of the local economic ecosystem is enhanced, creating new opportunities for enterprise and employment.

2 The Royal Docks has a clear and distinctive economic role in London, with a reputation for innovation and sector specialisms that are important for London's growth and productivity.

3 The Royal Docks economy is responsible: creating opportunities, pathways and prosperity for residents, as well as managing and mitigating the environmental impacts of growth.

CULTURE

1 The Royal Docks is established as a major creation centre with a thriving creative and cultural industries ecosystem underpinned by high quality infrastructure, strong networks and good partnerships.

2 The Royal Docks cultural programme is internationally renowned, distinctive and original. It enhances the well-being of the area's diverse communities; helps to attract visitors and investment, and celebrates the area's unique heritage, character and identity.

3 The creative and cultural programme creates new and inclusive experiences and opportunities for local communities, especially young people.

IDENTITY

1 There is sustained and inclusive involvement of local communities in the regeneration of the Royal Docks with a strong sense of belonging amongst those who live and work locally.

2 The RD has a distinctive identity as a major mixed-use destination with a reputation for fairness, equality, diversity and sustainability.

3 The Royal Docks has a clear and compelling offer and experience for prospective investors and visitors from across the UK and the world.

Tier three Programme outputs

Please refer to Success Framework document for a full list of Key Performance Indicators and Programme Outputs. These are not fixed; they will evolve and change over time in response to local circumstances and relate directly to the delivery activities of the Royal Docks Team.



'Go the Distance' was envisioned by Jessie Brennan with Peacock Gym in Royal Victoria, one of London's most respected community boxing gyms where young people are coached to build both physical and mental strength

Evidence and insights

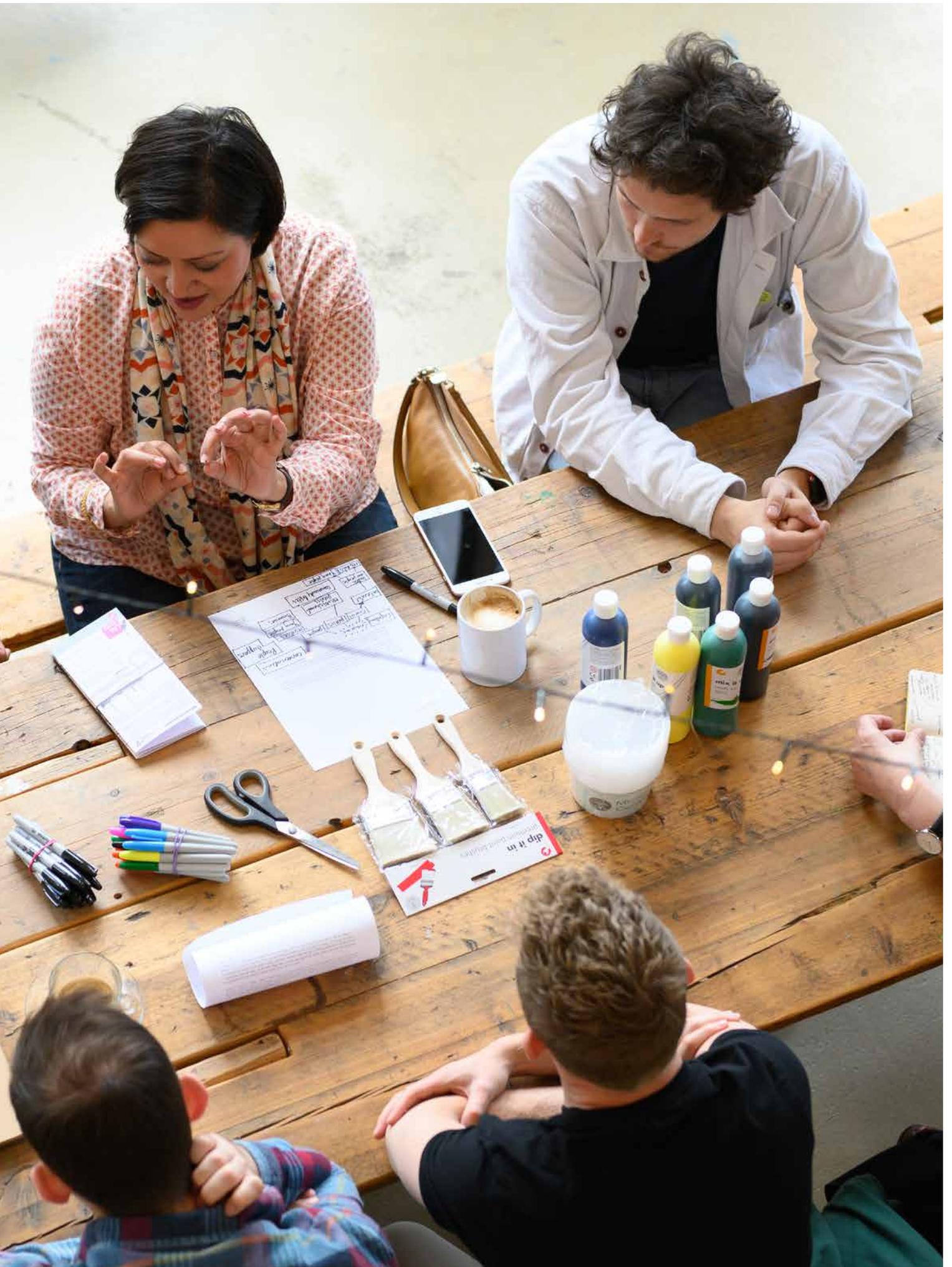
By evidencing the ongoing evolution and transformation of the Royal Docks, we can both ensure that we are on track and provide learning for London and the industry in general. The measures identified above will underpin all future monitoring and evaluation activity. Via this work, we will seek to answer three questions:

1. **Delivery:** is public investment into the Royal Docks being delivered efficiently and effectively?
2. **Place:** is the Royal Docks evolving as a more inclusive, prosperous and resilient place?
3. **Position:** is the Royal Docks maximising its value as a resource for London and Londoners?

The scale and long-term nature of the Royal Docks programme provides a unique opportunity to develop and invest in both exemplar and innovative approaches to evidence and insights. We are exploring the use of 'big data' to improve our understanding of uses and movement across the area. We are also commissioning bespoke primary research to increase our understanding of the distribution of benefits both spatially and socio-economically across the Royal Docks.

The Royal Docks Team will act as the fulcrum of all evidence and insights activity but, given the number of partners and agents driving change and progress, a partnered and collaborative approach will be vital to the process of collating information.





Mayor of Newham with local artist Enni-Kukka Tuomala, as part of the Royal Docks Festival of Architecture 2019

Appendix 1 Plans for the Royal Docks

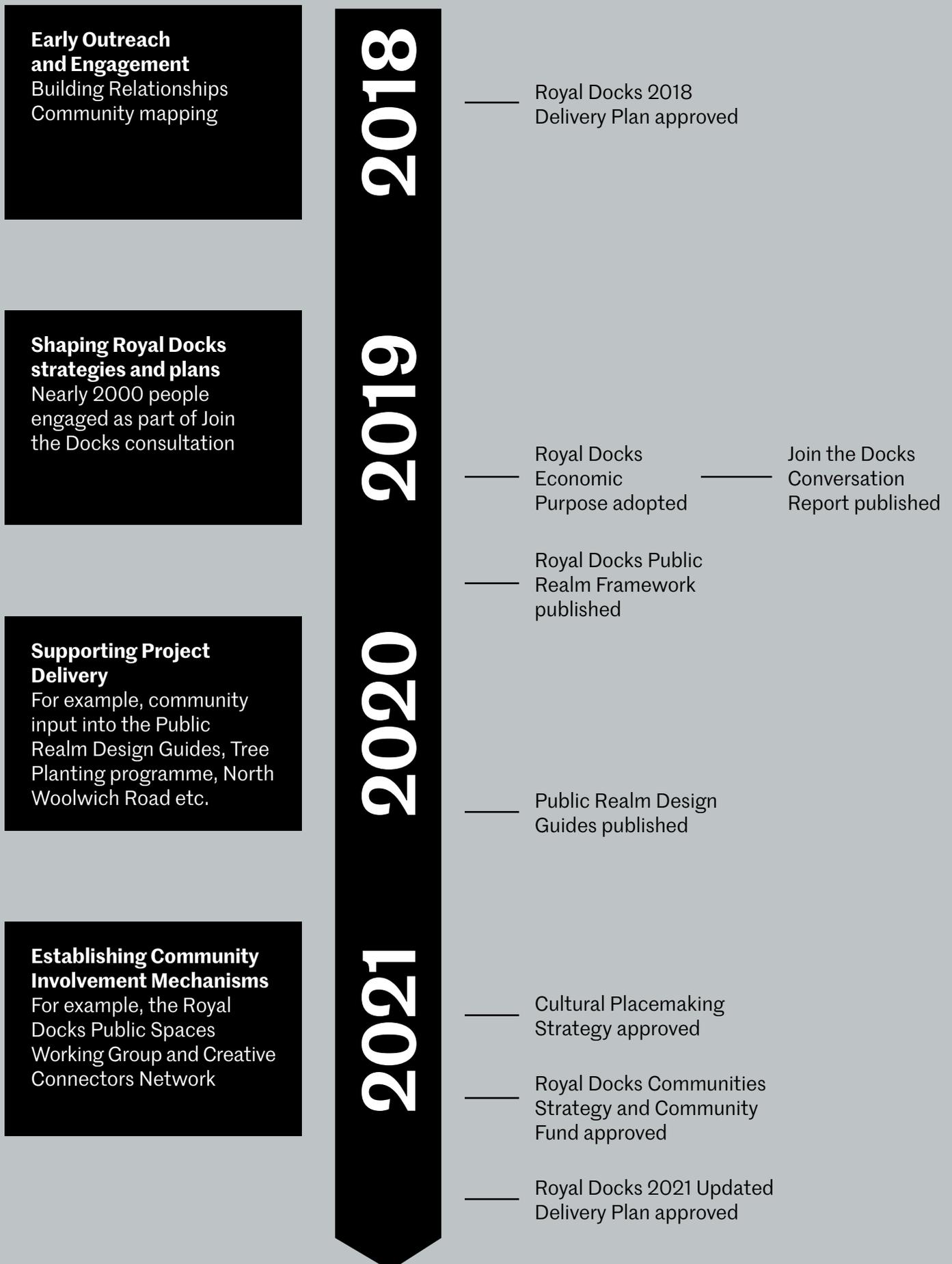
Wider Policy Context and Priorities
Mayor of London and Mayor of Newham



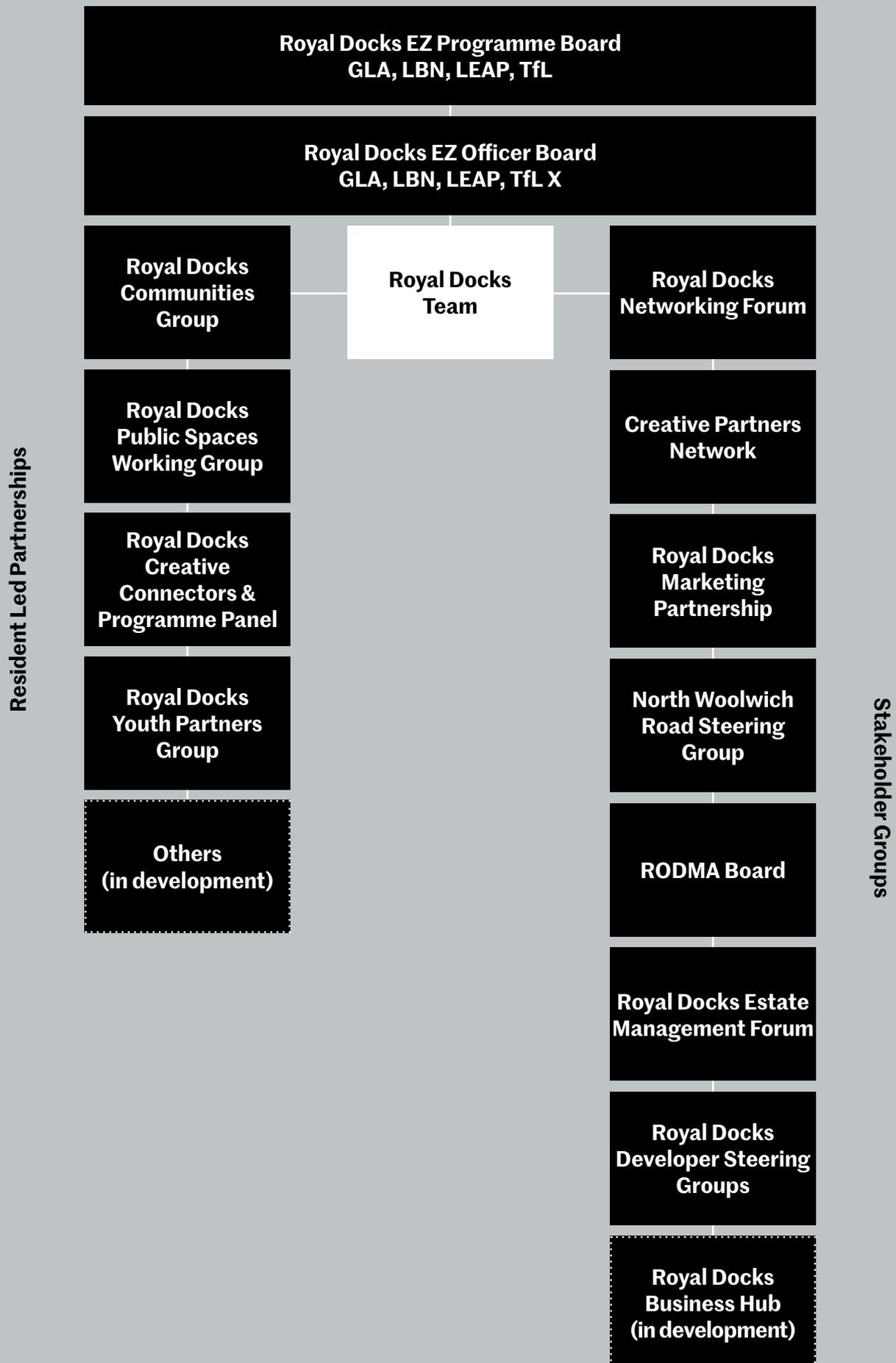
Stakeholder & Community Engagement
Research and Feasibility Studies



Appendix 2 Involving Communities Timeline



Appendix 3 Delivering Together





Getting involved

Working collaboratively with local partners, communities and stakeholders is at the heart of our approach.

For more information or to find out how to get involved, please get in touch.

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www.royaldocks.london

[@yourroyaldocks](#)