

GREATER**LONDON**AUTHORITY

██████████
(By email)

Our Ref: MGLA140120-0300

19 February 2020

Dear ██████████

Thank you for your further correspondence. Your request has been dealt with under the Environmental Information Regulations (EIR) 2004.

You asked for

...the site specific development breifs as a requirement of the sale and subsequently as conditions of an accepted offer by the developer.

Please find attached:

- SQ Final PQQ
- RAD PQQ
- Albert Island PIN
- Silvertown Way EOI
- Pontoon Dock EOI
- Gallions 3B EOI

As explained in the information of 31st December 2019, the landholdings of the GLA are held by GLA Land & Property Limited (GLAP). GLAP sets out its requirements for the redevelopment of land when sites are competitively offered to the market (either openly or via the London Development Panel). These requirements, the London Plan and the relevant Borough local plan as well as the submission made by the developer in the competitive process become the legal framework for the development project.

There are fixed sale requirements (what are known as minimum requirements) which GLAP will set out when testing the market – this may be a minimum number of homes; a minimum level of affordable housing; a minimum level of open space; a minimum level of commercial space; for example. The planning policies relevant to the site will also have an impact – for example, the number of new homes will require a certain quantum of community space, school facilities or open space, or a contribution to their provision.

The securing of “public good” as you refer to it in your email is therefore achieved through the requirements set out by GLAP in its competitive selection of a development partner and the local planning policies which apply to the site. The GLA and its subsidiaries also has to comply with HM Treasury rules to secure financial value for the land – these rules are collectively known as best consideration and best value.

The legal documents by which a developer and GLAP confirm the redevelopment include the minimum requirements and a business plan for the delivery of the project. The planning submission for a GLAP site is subject to GLAP approval (as a landowner) prior to its submission to the local planning authority.

This is how GLAP secures public good through its land procurement processes.

The way in which a development operates as a neighbourhood and how it relates to adjacent neighbourhoods is a multi-faceted discussion and involves various things including the master-planning of the development; the arrangements of uses and buildings; the public realm and routes through and between sites; the estate management of sites and the ownership of land.

Your question is quite general in nature and cites examples at Canary Wharf, Kings Cross and Nine Elms which are fundamentally different schemes which have been developed for different core purposes and reacting to different historical contexts. It is quite difficult to respond in detail on those points.

However, I sense that the core point you’re making comes down to good design and thought about the operation of spaces. In general, I would point you to the following as mechanisms for how this is tested:

Housing Design Guidance

<https://www.london.gov.uk/what-we-do/housing-and-land/improving-quality/housing-design>

Mayor of London’s Design Advocates

<https://www.london.gov.uk/what-we-do/regeneration/advice-and-guidance/about-good-growth-design/mayors-design-advocates>

Good Growth by Design

<https://www.london.gov.uk/what-we-do/regeneration/advice-and-guidance/about-good-growth-design>

LB Newham Design Review Panel

<https://www.newham.gov.uk/Pages/Services/Design-review-panel.aspx>

If you have any further questions relating to this matter, please contact me, quoting the reference at the top of this letter.

Yours sincerely


Head of Development & Placemaking

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:
<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>

PRIOR INFORMATION NOTICE

SECTION I: CONTRACTING AUTHORITY

I.1) NAME, ADDRESSES AND CONTACT POINT(S)

Official name: [Transport for London \(Commercial Services\)](#) National ID:

Postal address: [Windsor House 42- 50 Victoria St.](#)

Town: [London](#) Postal code: [SW1H 0TL](#)

Country: [United Kingdom](#)

Contact point(s): Telephone:

For the attention of: [Kiran Rooprai](#)

Email: AlbertIslandInfo@tfl.gov.uk Fax:

Internet address(es) (if applicable)

General address of the contracting authority (URL): www.tfl.gov.uk

Address of the buyer profile (URL): <http://eprocurement.tfl.gov.uk/epps/home.do>

Further information can be obtained at:

- ☐ As in above-mentioned contact point(s)
- ☒ Other: please complete Annex A.I

I.2) TYPE OF THE CONTRACTING AUTHORITY AND MAIN ACTIVITY OR ACTIVITIES

- | | |
|--|--|
| <input type="radio"/> Ministry or any other national or federal authority, including their regional or local sub-divisions | <input checked="" type="radio"/> General public services |
| <input type="radio"/> National or federal agency/office | <input type="radio"/> Defence |
| <input checked="" type="radio"/> Regional or local authority | <input type="radio"/> Public order and safety |
| <input type="radio"/> Regional or local agency/office | <input type="radio"/> Environment |
| <input type="radio"/> Body governed by public law | <input type="radio"/> Economic and financial affairs |
| <input type="radio"/> European institution/agency or international organisation | <input type="radio"/> Health |
| <input type="radio"/> Other (please specify): | <input type="radio"/> Housing and community amenities |
| | <input type="radio"/> Social protection |
| | <input type="radio"/> Recreation, culture and religion |
| | <input type="radio"/> Education |
| | <input checked="" type="radio"/> Other (please specify): |

[Transport Services](#)

I.4) Contract award on behalf of other contracting authorities

The contracting authority is purchasing on behalf of other contracting authorities

- ☒ yes ☐ no

(If yes, information on those contracting authorities can be provided in Annex A)

SECTION II.A: OBJECT OF THE CONTRACT (WORKS)

II.1) TITLE ATTRIBUTED TO THE CONTRACT BY THE CONTRACTING AUTHORITY

[GLA 80678 - Albert Island Development Partner](#)

II.2) TYPE OF CONTRACT AND LOCATION OF WORKS**NUTS code:** UKI**Main site or location of works:**

Albert Island Royal Docks, London Borough of Newham, London.

II.3) THIS NOTICE INVOLVES A FRAMEWORK AGREEMENT☐ yes ☒ no**II.4) Short description of nature and scope of works or nature and quantity or value of supplies or services**

GLA Land and Property Limited (GLAP) with the support of the Royal Docks Management Authority (RoDMA) is seeking a development partner to bring forward the comprehensive re-development of Albert Island, a 10ha site in the Royal Docks, London Borough of Newham. Significant parts of the Albert Island site are located within the Royal Docks Enterprise Zone. The freehold of the site is held by GLAP with RoDMA holding the leasehold to the area to the south of the island and water within the docks. RoDMA also controls the King George V Lock.

The majority of the island in GLAP's ownership is cleared and currently divided into 7 individual plots which are let on short term leases with rolling break clauses. The existing road network accessed from the adopted Woolwich Manor Road (A117) to the site is included in GLAP's ownership providing the opportunity for a complete reconfiguration of the site. The most significant constraint over the site is the London City Airport (LCA) flight path, which imposes physical limitations on the location, height, materials, construction approaches and type of development in the north of the island through the LCA safeguarding and Public Safety Zone (PSZ).

The GLA has undertaken stakeholder consultations to establish potential land uses in consideration of the two development objectives for the site:

1. Create new quality commercial space which will attract new employers to the island and increase the range and availability of local employment and training opportunities;
2. Improve connectivity to the surrounding area and existing public transport at Gallions Reach and King George V DLR stations through better cycling and walking links, enhancing the river frontage and improving the public realm to create an attractive working environment which supports wider regeneration in the Royal Docks.

The GLA are considering undertaking an OJEU procurement process to appoint a development partner or consortium who can deliver a mix of uses which will meet the development objectives, and deliver a mix of the following uses:

- Good quality, well designed, commercial/light industrial development to create quality jobs to support local economic development;
- Ideally a commercial boatyard and ancillary marine related services to support the achievement of the Mayor's strategic objective to increase river transport on the Thames through increasing the availability and suitability of boat maintenance and repair facilities in London. In particular to provide boatyard facilities and support services designed to accommodate and service the growing fleet of passenger boats and other commercial vessels (tugs, pilot boats, barges, wind farm support vessels etc) on the Thames;
- The potential for redevelopment of the existing marina at the north of the island to provide a facility which supports the transformation of the area through increased leisure traffic, opens up dockside access, provides storage facilities and integrates the marina with other complementary surrounding development uses permissible under the PSZ;
- Redevelop Thames House, an existing structure within the PSZ which can be retained and is available for other uses, such as training or offices;
- A small quantum of housing in the southern part of the island and to the south of the King George V Lock and providing it can integrate existing residential development and overcome concerns that low unit numbers could lead to homes being isolated and unable to create a satisfactory place-making outcome;
- Infrastructure as required by the proposed development.

The GLA has appointed DTZ to advise on the marketing and procurement process. Prior to formally starting a procurement process GLAP are keen to undertake a market consultation exercise, further details of which are contained in 'Additional Information' section below.

If known, estimated value excluding VAT (if applicable; give figures only):

Currency:

OR Range: between

and

Currency:

Division into lots (for information about lots, use Annex B as many times as there are lots)

☐ yes ☒ no

II.5) COMMON PROCUREMENT VOCABULARY (CPV)

	Main vocabulary	Supplementary vocabulary (if applicable)
Main object	45000000	
Additional object(s)	45100000	
	45110000	
	45210000	
	45111200	
	45111291	
	77314000	
	70110000	
	71000000	

II.6) SCHEDULED DATE FOR START OF AWARD PROCEDURES AND DURATION OF THE CONTRACT

Scheduled date for (if known)

start of award procedures 16/07/2015 (dd/mm/yyyy)

Duration in months:

or days:

(from the award of the contract)

OR Scheduled date for (if known)

start of works (dd/mm/yyyy)

completion of works (dd/mm/yyyy)

II.7) CONTRACT COVERED BY THE GOVERNMENT PROCUREMENT AGREEMENT (GPA)☒ yes ☐ no**II.8) ADDITIONAL INFORMATION (if applicable)**

Soft market testing exercise and rationale

1. Organisations may request further information for this opportunity by contacting the person named in Annex A.

2. Organisations may register their interest at www.albertisland.london which will contain a secure database to allow organisations to outline their interest and identify potential development partners for consortium bids at PIN stage.3. Organisation may attend a launch event on the 21 May 2015, 8.30am-10.30am at London's Living Room, City Hall, The Queen's Walk, London SE1 2AA. Please register by contacting Sheila Bannerman-Williams at sheila.bannerman-williams@london.gov.uk

4. Organisations may request a meeting — either in person at GLA's offices in London or via conference call. The proposed dates for these meetings will be between the 22.05.2015-17.6.2015 and will be subject to availability. Requests should be made by 15th June 2015 at the latest.

5. Following the meetings, the GLA will consider how the feedback from the meetings might shape the procurement process.

The primary purpose of undertaking market consultation is to obtain confidential feedback on the points covered in this PIN to:

- Gauge the market appetite to deliver the strategic objective of developing and operating a commercial boatyard on the site together with a mix of complementary light industrial uses, marina and other uses which will ensure a viable and sustainable development at the site;
- To understand which sectors of the commercial boat market would be of interest to prospective developers of a commercial boatyard on the site;
- Comparatively, to gauge the market appetite to deliver a mix of light industrial uses, marina and other uses, but not including delivering the strategic objective of a commercial boatyard to service the passenger boat fleet and other commercial vessels on the Thames;
- Gauge the market appetite to redevelop the marina and complementary water uses as part of the Island's comprehensive development;
- Understand the level of interest from developers or consortiums who may be interested in the opportunity;
- Identify how commercial/industrial floor space development and job creation can be maximised within the site's constraints;

- Assess if the Enterprise Zone Enhanced Capital Allowances or Business Rate reductions will effectively assist deliverability and how they might be applied to the different uses.

SECTION III: LEGAL, ECONOMIC, FINANCIAL AND TECHNICAL INFORMATION

III.1) CONDITIONS RELATING TO THE CONTRACT

III.1.1) Main financing conditions and payment arrangements and/or reference to the relevant provisions regulating them (if known; provide information only in the case of works contracts):

GLAP is seeking either the freehold or leasehold transfer which will pass liability (extent to be clarified) for the site to the leaseholder and land payment for the site which may be on a deferred basis.

Enterprise Zone support will be available until 31 March 2020 as Capital Allowances (100% for first 3 years) or until 31 March 2018 as reduced business rates, or a combination of the two as determined following the outcome of this PIN process. GLAP is looking to maximise business rates income to generate income to the regeneration of the Royal Docks. As a consequence of the above GLAP is looking to contract with a development partner with sufficient and appropriate financial covenant strength. Organisations that participate in the market consultation will be required to demonstrate that they have considered the economic viability of any ideas put forward and would have a credible route to funding the proposals, as well as initial thoughts on how their proposal will maximise commercial floor space and therefore business rates.

III.2) CONDITIONS FOR PARTICIPATION

III.2.1) Information about reserved contracts (if applicable)

- ☐ The contract is restricted to sheltered workshops
- ☐ The execution of the contract is restricted to the framework of sheltered employment programmes

SECTION VI: COMPLEMENTARY INFORMATION

VI.1) CONTRACT RELATED TO A PROJECT AND/OR PROGRAMME FINANCED BY COMMUNITY FUNDS

- ☐ yes ☐ no

If yes, reference to project(s) and/or programme(s):

VI.2) ADDITIONAL INFORMATION (if applicable):

VI.3) INFORMATION ON GENERAL REGULATORY FRAMEWORK

Relevant governmental Internet sites where information can be obtained

Tax legislation:

Environmental protection legislation:

Employment protection and working conditions:

- ☐ For additional details about relevant governmental services where information can be obtained on taxes, environmental protection, employment protection and working conditions, please fill Annex A.II-IV (if applicable)

VI.4) DATE OF DISPATCH OF THIS NOTICE: 24/04/2015

ANNEX A

ADDITIONAL ADDRESSES AND CONTACT POINTS

I) ADDRESSES AND CONTACT POINTS FROM WHICH FURTHER INFORMATION CAN BE OBTAINED

Official name:

Transport for London

National ID:

GLA 80678 - Albert Island Development Partner

Postal address: Windsor House 42-50 Victoria Street

Town: London

Postal code: SW1H 0TL

Country: United Kingdom

Contact point(s):

Telephone:

For the attention of:

Email: AlbertIslandInfo@tfl.gov.uk

Fax:

Internet address (URL): <http://www.tfl.gov.uk>**V) ADDRESS OF THE OTHER CONTRACTING AUTHORITY ON BEHALF OF WHICH THE CONTRACTING AUTHORITY IS PURCHASING**

Official name: GLA Land and Property Ltd

National ID:

Postal address: City Hall, The Queens Walk,

Town: London

Postal code: SE1 2AA

Country: United Kingdom

GREATERLONDONAUTHORITY
Housing and Land

London Development Panel

OJEU: 2012/S 69-113942

Stage 1 Expression of Interest

Gallions 3B, Royal Albert Basin, Royal Docks



Client Contact: Kiran Rooprai

Transport for London

Email: [REDACTED]@tfl.gov.uk Phone: [REDACTED]

On behalf of: **Greater London Authority** City Hall, The Queens Walk, London, SE1 2AA

Please reply with either a yes/no expression of interest in an email to the contact above by **12.00 noon GMT on Wednesday 16th March 2016**

Gallions 3B, Royal Albert Basin

This Expression of Interest Brief (EOI) has been issued by the Greater London Authority (GLA) as the first stage of the tender process for the selection of a Delivery Partner for the Gallions 3B site in the Royal Albert Basin, situated in the London Borough of Newham (LBN).

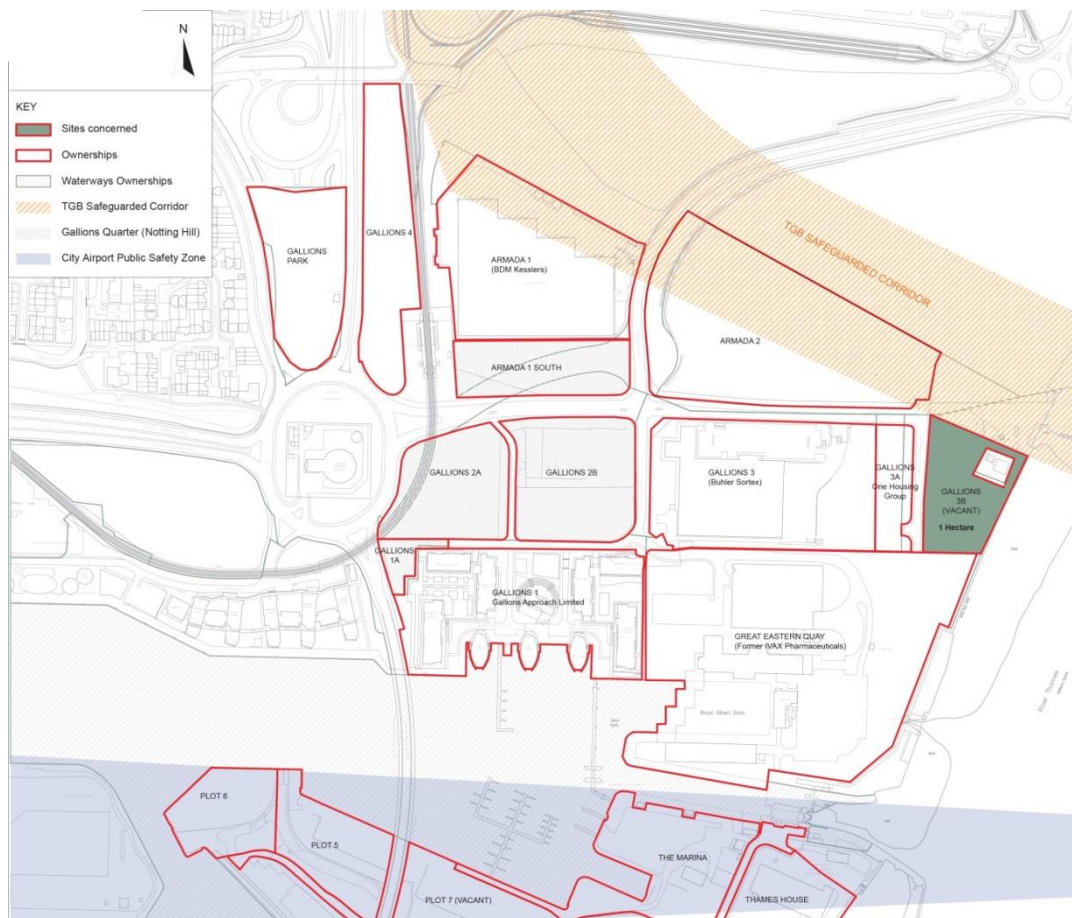
Client contact details: Bethan James (bethan.james@london.gov.uk)

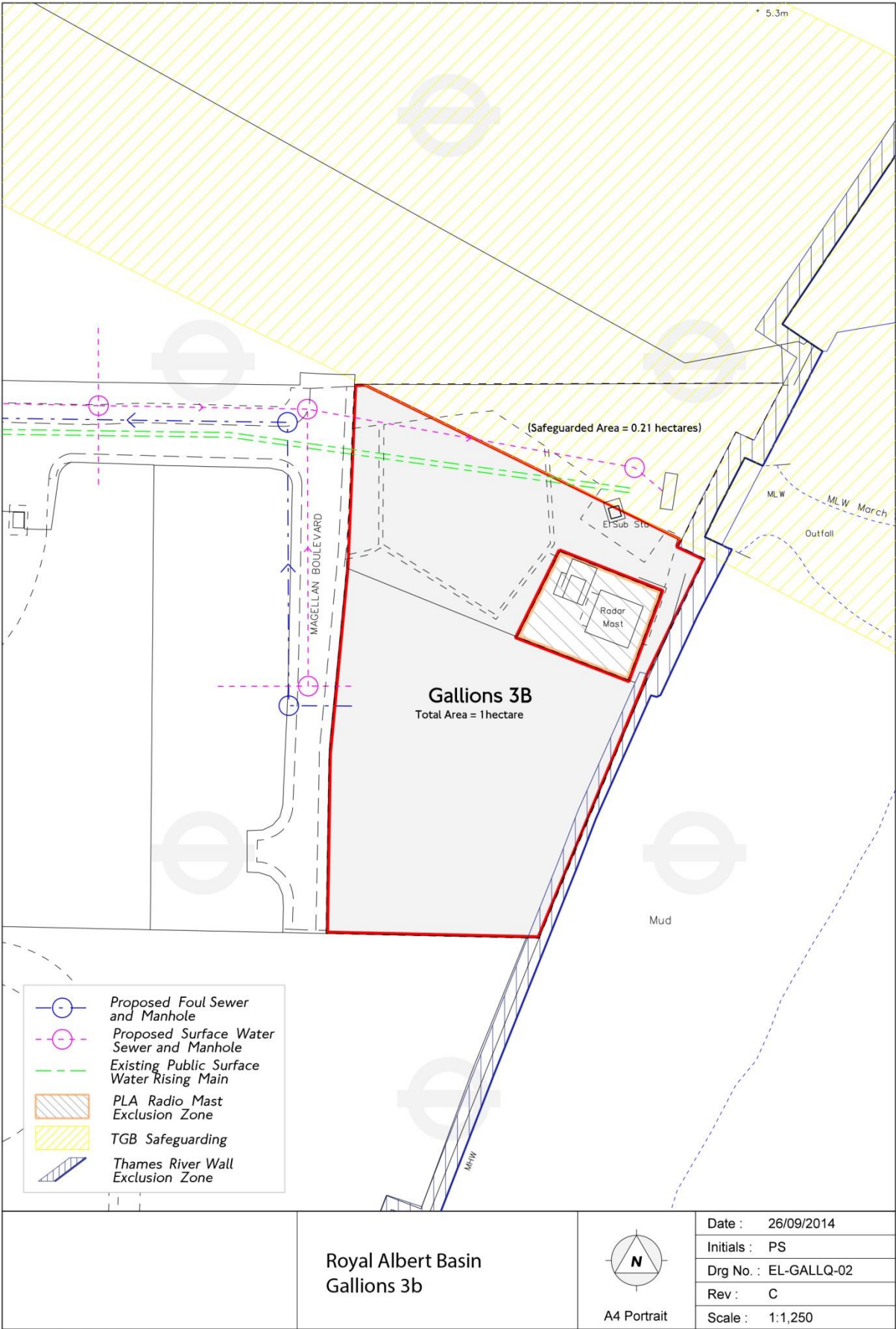
Deadline for return of confirmation of interest: 12.00 noon GMT on **Wednesday 16th March**

1. Introduction

This EOI is for the Gallions 3B site, which presents the prospective bidder with an exciting opportunity to provide a new residential-led scheme on the river's edge in the emerging new quarter. The site is ideally positioned to provide a distinct waterside development, benefitting from views of the River Thames and high quality urban form of the surrounding developments.

1.1. Site Plan





2. Project overview

2.1. Aim and objectives

The Royal Albert Basin is critical to the wider Royal Docks area, providing the potential to form a 'connecting hinge' between the currently poorly linked areas of Beckton and North Woolwich. It is an emerging new residential neighbourhood in the Royal Docks with associated community facilities and landscaped open space.

There are a number of current residential schemes underway in the Royal Albert Basin and TfL is currently consulting on plans for a potential Gallions river crossing, for which a portion of land in the area has been safeguarded. The GLA has the following development objectives for Royal Albert Basin:

- Contribute to meeting London's housing needs by enabling development of high quality and well-designed mixed tenure homes to help achieve the London Plan target of 420,000 homes by 2025 and meet the needs identified in the LBN's Local Development Frameworks.
- Provide high quality urban design which helps knit the site into the surrounding high quality developments.

2.2. The site

Gallions 3B

Gallions 3B (which includes the neighbouring land known as Armada Green) is a remediated site of approximately 1Ha which benefits from river frontage. The land is adjacent to the River Thames and has a pedestrian footpath running between the river and the site. This site would be suitable for a residential use to link the waterfront with the adjacent Great Eastern Quays development. Estimates indicate that the site could accommodate c. 100 units based on Public Transport Accessibility Level (PTAL) and previous site proposals, and incorporating some appropriate non-residential ground floor uses.

2.3. General site constraints and considerations

The site has a number of constraining factors that should be taken into consideration when designing the scheme. These include the safeguarded zone for a potential Gallions Reach

River Crossing and below ground services. The area is in close proximity to London City Airport, therefore consideration will need to be given to noise resulting from aircraft movement. There is a Riverside safeguarding zone along the eastern boundary of the site. This means that access to the river wall is required at all times for maintenance vehicles by the Environment Agency (EA). The two sites sit within the Environment Agency's 'Flood Zone 3', and the EA has confirmed that the sites are considered to be protected by the existing tidal flood defences along the line of the riverbank. An existing radar mast is located at the north-eastern corner of the site, along the Thames river edge.

The GLA will be looking for an innovative approach to the proposed massing and site use in response to the constraints that affect the site.

3. Planning overview

Development Plan

The Development Plan consists of:

- London Plan, including Further Alterations to the London Plan (FALP) March 2015
- LBN Core Strategy - 2012

Material considerations

NPPF (2012)

- Draft London Housing Strategy April - 2014
- Housing Supplementary Planning Guidance and London Housing Design Guide 2011
- Sustainable Design and Construction Draft Supplementary Planning Guidance July 2013

4. The development opportunity

4.1. Delivery Requirements

The GLA is seeking a development partner with suitable capacity and resource to:

- Deliver much needed private for sale and affordable homes that meet the requirements of Londoners;

- Design and implement the infrastructure requirements for the site - enable connectivity for cycling and walking both within the site and to the surrounding area; Provide social infrastructure to meet the needs of the growing community of the Royal Albert Basin;
- Reduce the negative impact of bridge structures, roads and railway and contribute towards the place-making and identity of the site.

4.2. Design requirements, quality standards and other standards that will apply

Development will need to respond to the industrial context and provide place-making design solutions to create an exciting and attractive development. Proposals should:

- address the unique attributes of the site and enhance the character of the river Thames, whilst also addressing the scale of the Docks and local area through use of appropriate materials.
- be aware of the isolated nature of the site with an aim to activate public / private areas.
- meet the standards set out in the London Housing Design Guide Supplementary Planning Guidance and the London Housing Strategy.

4.3. Client's expectations

The GLA is open to proposals on how best to realise the site's value to result in a land receipt and create a new vibrant and attractive community which contributes to the ongoing regeneration of the Royal Docks. The GLA is seeking to maximise housing delivery on the site (in accordance with the relevant planning requirements of LBN).

5. Role of the Panel Member

The selected developer will be required to:

- 5.1.** be wholly responsible for securing planning and all other necessary consents, construction, marketing, sales and letting.
- 5.2.** be responsible for security and estate management costs following the signature of the Development Agreement.

- 5.3.** achieve commencement of construction promptly following receipt of detailed planning permission, with an expectation to complete the development of the site within a reasonable timeframe once started on site.

6. Indicative Tender Programme

Please note the GLA reserves the right to change the above dates and timings

Stage	Timing
EOI returned	12.00 noon GMT on 16 th March 2016
Sifting brief issued	22nd March 2016
Last date for clarifications	29th March 2016
Sifting brief returns	Midday 6 April 2016
Select Panel Members invited to tender	18th April 2016
Clarifications meetings	May 2016 (exact dates tbc)
Tender return	11 th July 2016
Evaluation period	July 2016 – date to be confirmed
Confirmation of selected bidder	September 2016

7. Terms

- 7.1.** By issuing this expression of interest, GLA is in no way committed to awarding any contract and reserves the right to cancel the tendering process at any point. GLA shall not be liable for any costs resulting from any cancellation of this tendering process, nor for any costs incurred by those expressing interest in or tendering for this opportunity.
- 7.2.** The selected member of the London Development Panel will enter into the London Development Panel standard legal agreements and deliver the site in accordance with the legal agreement.
- 7.3.** In order that the site is delivered in a timely fashion developers will be required to submit a clear programme with appropriate milestones for delivery of key outputs, providing for step in rights for the GLA if drawdown and development targets are not adhered to. The Development Agreement will be conditional upon the grant of outline planning permission (the ability to appeal a failed planning application will be provided for in the drafting).
- 7.4.** These particulars are set out as a general outline only for information and guidance of intending developers only. Interested parties must satisfy themselves or otherwise as to the correctness of these details.

8. EOI response

Please respond by email with a yes/no expression of interest by

12.00 noon GMT on the 16th January 2016 to: [REDACTED]@tfl.gov.uk

Mini Competition Stage 1

GLA London Development Panel
OJEU Notice 2012/S 69-113942

Expression of Interest for
Pontoon Dock, Royal Docks, London

This Expression of Interest has been issued by the Greater London Authority
as the first stage of the tender process for the selection of a
Delivery Partner for Pontoon Dock



Client contact details:

██████████
██████████@tfl.gov.uk
██████████

Deadline for return of confirmation of interest: 5pm Tuesday 1st April 2014

1. Introduction

The GLA is seeking to deliver a high quality Private Rented residential-led development adjacent to the award-winning Thames Barrier Park in the Royal Docks, London Borough of Newham.

The Mayor of London has publically expressed his desire to encourage institutional investment in the private rented sector as a way to increase the supply and choice of housing in the capital. The Mayor's draft Housing Strategy sets out that, where appropriate, he will seek to use his land assets to encourage institutional investment in the private rented sector and improvements in the design, tenancy and management of this tenure.

The Pontoon Dock site is considered ideally positioned to provide an opportunity for private rented homes encompassing a high standard of build. This procurement process will encourage a successful partnership of housing developer and institutional investor (or a suitable investment partner) to assist in the delivery of more homes for London. The GLA is therefore inviting expressions of interest from the London Development Panel members with the following details and requirements.

2. Background

The recent consultation draft of the Mayor's London Housing Strategy¹ outlines the requirement to deliver an appropriate mix of tenure in the supply of new homes that will aim to meet the challenging requirements of London's continued growth over the coming years. The Mayor particularly looks to support the Private Rented Sector in offering more available choice in this area of the market. Specifically, this includes a better quality product through purpose-built rental homes and an improved overall experience of tenants by introducing quality standards through the London Rental Standard (LRS).

In particular the strategy also calls to identify sources of new funding from institutional investment to accelerate and increase the supply of housing. A strong focus is also emphasised in the delivery of available land working to support the London Plan Opportunity Areas where development sites can accommodate the greatest amount of development and growth potential.

In the Royal Docks the Mayor of London owns 177.3 hectares of GLA land and a further 96.64 hectares of dock-edge infrastructure and water. Realising the Vision for the Royal Docks constitutes part of the Mayoral Manifesto and is a key objective of the both Mayors of London and Newham to deliver.

The Mayor of London with the support of LB Newham have been working together to produce a Vision and development strategy for the Royal Docks. A number of development partners have now entered into an agreement with the GLA to deliver considerable investment with approximately £2.2 billion Gross Development Value on two principal GLA sites, the Royal Albert Dock and Silvertown Quays. The wider public and private sector investment under the joint-mayoral regeneration initiative is delivering significant improvements in the Royal Docks bringing, jobs, commercial space and homes. The Royal Docks overall is anticipated to deliver a minimum of 11,000 new homes and 6,000 jobs as per the London Plan Opportunity Area estimates. The Royal Docks Enterprise Zone (EZ) was established to assist in accelerating this delivery, offering financial incentives to potential occupiers within pre-designated sites if they are in place by April 1st 2018 (following an announcement at Budget 19th March EZ incentives have been extended for a further three years).²

3. The Site

Pontoon Dock is a 0.69 hectare site that forms part of the emerging *new local centre* at West Silvertown and a street frontage that addresses the North Woolwich Road to the north. The site is bounded by an active development plot for the Barrier Park East residential-led scheme to the east and the Thames Barrier Park to the south and west. The southern aspect looks directly out onto the park and will provide

¹ The Homes For London – The London Housing Strategy (November 2013) – Consultation Draft
http://www.london.gov.uk/sites/default/files/London%20Housing%20Strategy%20consultation%20version_0.pdf

² These benefits included a total of 50 hectares of land offering business rate relief and also certain sites with Enhanced Capital Allowance (which is a period upto 2017). See more at <http://www.royaldockslondon.com/#about/enterprise-zone/map>

protected uninterrupted views of the River Thames. The park is currently accessed via an embankment with stepped/ramped access or at-grade through the main gate.

The site encompasses an extent of existing DLR viaduct infrastructure (including DLR rights over access) and provides streetscape and a public access to the elevated platform of Pontoon Dock station (see site plan Appendix A).

As such the site is in easy reach of public transport connections, most significantly the Pontoon Dock DLR station, but in addition the site will be located within 1km from the planned Custom House Crossrail station that will provide access to central London from 2018, (a direct link to Liverpool Street station within 7mins), and a planned bus interchange to local destinations.

The proximity to Pontoon Dock DLR station provides access to Canary Wharf (approx. 10mins), Stratford (approx. 12mins), London Bridge (approx. 17mins), and Bank (approx. 19mins) all served via the Canning Town interchange. TfL Bus routes serve the North Woolwich Road to local destinations.

The site is currently utilised as a public car park and coach stand for Thames Barrier Park and is served by a shared access road located on the North Woolwich Road. The status of the car park is determined under a planning application for the Thames Barrier Park consented in 1997.

Planning Reference: N/97/0275 – Thames Barrier Park, North Woolwich Road, London, E16

4. Planning Overview

4.1 New Local Centre

The GLA has conducted positive discussions with the London Borough Newham who are supportive of development at this location. The immediate area including the Pontoon Dock site will constitute a new local centre identified as a planning priority with reference to supporting policy (including):

- INF5 - Town Centre Hierarchy and Network;
- SP6 - Successful Town and Local Centres;
- SP7 - Quality Movement Corridors and Linear Gateways

Spatial Policies associated to the Royal Docks and the proposed new West Silvertown local centre states: "A new local centre should address North Woolwich Road providing a focus to the new neighbourhood as a whole and provide connections to both DLR stations, and pedestrian and cycle links to Silvertown Quays. Development should include pedestrian and cycle access to the river. Indicative residential typology – medium density, medium family."

Further information can be viewed via the Local Authority Website:

<http://www.newham.gov.uk/Documents/Environment%20and%20planning/CoreStrategy2004-13.pdf>

4.2 Planned Development

The site is located at the intersection of planned development and infrastructure investment; both supported by the Local Planning Authority's Core Strategy policy for a new local centre and comprehensive planned improvements to North Woolwich Road. The site is also at the 'arrival' point connecting the access to the River edge, Thames Barrier Park, and via a proposed upgraded dock crossing, a direct link to Custom House Crossrail.

As such the site is well situated to benefit from the current development plans for the Silvertown Quays site, (led by The Silvertown Partnership – Chelsfield and First Base), comprising approximately 1,500 homes and overall approximately 4.5m sq.ft residential, commercial, retail and sui-generis providing a concept space for branded pavilions. This proposal is being progressed with the GLA and LB Newham at pre-application planning stage and is due for submission in spring 2014. In addition to this, LB Newham has consented outline planning for Royal Wharf (former Minoco and Vanesta wharves, led by Oxley Holdings), which comprises 3,385 homes and 350,000 sq.ft of complimentary uses.

The site is immediately adjacent to a development plot for Barrier Park East (Barratt and Taylor Wimpey 'Waterside Park' scheme), which is on-site delivering 777 new homes with the last phases of development

due to complete in March 2016. The development includes active street frontage and retail at ground floor leading to the Pontoon Dock DLR station and the Thames Barrier Park.

Find out more on the Mayor of London's plans for the Royal Docks including development plans and investment at: www.royaldockslondon.com

4.3 Airport Development Constraints

The development heights are restricted by the City Airport Safeguarding and development constraints. Appropriate consultation will be required with the airport to determine the extent of restrictions.

4.4 Open Space

To note that within London Borough of Newham's Core Strategy, the adjacent site Barrier Park (OS5) is described as a local park, providing recreational amenity, play space and café.

4.5 Car Parking

The car parking should be reconsidered to provide an equal or optimum level of provision with appropriate public access that will be acceptable to local planning conditions and transport requirements. Details are available under the existing planning consent for Thames Barrier Park, Condition 18 and condition 19 which requires parking to be provided:

"Unless otherwise agreed in writing by the Local Planning Authority, the car parking to be provided for: (...) b) visitors to the park shall comprise at least 60 spaces 6% of these spaces shall be designed and marked out for the use by orange badge holders".

5. The Development Opportunity

5.1 Delivery Requirements

GLAP has identified Pontoon Dock, as a site suitable for residential-led development and will undertake the three-stage framework procurement process of the London Development Panel to identify a development partner with suitable experience in delivering a high proportion of private rented homes and ability to partner with institutional investors to manage the property over a fixed term.

The proposals will be expected to demonstrate a high level of quality to meet the standards of the London Housing Design Guide (LHDG) and tenure management through the Mayor's London Rental Standard (LRS). This development would aim to raise the standard of design quality for this tenure and working closely with the GLA and local authority to meet relevant compliance in adopting guidance and space standards where required.

The proposed mix of uses will look to complement the planning requirement for a new local centre with the provision of active frontage including ground floor commercial space by potentially including space for convenience retail, bars and restaurants in creating employment opportunities and maximising the increase in visitor numbers to Royal Docks and West Silvertown.

Panel members must have the capacity and resource to carry out the development requirement and should achieve the following:

- One third affordable housing to include a minimum requirement of 35% affordable housing provision (on a Net Internal Area basis) with a broad range of tenure mix and sizes.
- Two third private rented tenure provision with a broad range of tenure mix and sizes. Proposals will be asked to identify innovative measures of maximising the overall quantum of PRS.
- A sufficient proportion of Family Housing in line with the required mix of housing for the area (medium family would be 30% - subject to further consultation with the Local Planning Authority;
- All homes on the development should demonstrate the provision of high-quality and efficient long-term management delivering improved overall experience for tenants by introducing management standards benchmarked in the London Rental Standard (LRS);

- Compliance with the Mayors London Housing Design Guide, specifically meeting 'Lifetime Homes' requirements, offer dual aspect units and commitment to provide acoustic attenuation;
- Code for Sustainable Homes Level 4 and "Secure by design" accreditation for the residential use, and minimum BREAAAM Very Good for commercial use;
- A positive treatment of the northern edge of the Property along North Woolwich Road, with appropriate consideration of active frontage and the pedestrian environment.
- Provision of public car parking facilities, set-down and pick-up points in association to requirements for the park public access, subject to further consultation with the Local Planning Authority;
- High-quality public realm with provision for a local area of play within a public space within the development and improve amenity space for residents;

6. Procurement and Programme

This opportunity for members of the London Development Panel will be made available via a 3-stage mini-competition process. To register your interest at Stage One, please set out on one A4 sheet confirmation interest in the proposals

Parties who express an interest at the EOI stage will then progress to Stage 2 (Opportunity Response).

Stage 3 will be a full response between no more than 6 parties and will be expected to enter into an international design competition to deliver the proposal with relevant expertise.

Please email your response to the project manager, Amanda Fearing (amandafearing@tfl.gov.uk) by 5pm Tuesday 1st April 2014.

Stage	Timing
Initial expressions of interests to be returned	Tuesday 1 st April 2014
Sifting brief sent out	Wednesday 2 nd April 2014
Sifting brief returns	Thursday 17 th April 2014
Select Panel Members invited to tender	Thursday 1 st May 2014
ITT return	Monday 16 th June 2014
Confirmation of selected bidder	July 2014

7. Terms

By issuing this expression of Interest, the GLA is in no way committed to awarding any contract and reserves the right to cancel the tendering process at any point. The GLA shall not be liable for any costs resulting from any cancellation of this tendering process nor for any other costs incurred by those expressing an interest in or tendering for this opportunity.

The selected member of the Delivery Partner Panel will enter into one of the model legal agreements drawn up by the GLA and deliver the site in accordance with the legal agreement. These particulars are set out as a general outline only for information and guidance of intending purchasers only. Interested parties must satisfy themselves or otherwise as to the correctness of these details

ROYAL ALBERT DOCK PRE-QUALIFICATION QUESTIONNAIRE

MAYOR OF LONDON

IMPORTANT NOTICE

This PQQ has been prepared by the London Development Agency ("LDA") for use by those developers ("Applicants") who are interested in entering into a development agreement with the LDA for the development of Royal Albert Dock¹

This Prequalification Questionnaire ("PQQ") is the first stage of the developer selection process and is concerned with obtaining and evaluating information about the Applicants experience, capabilities and financial standing. This stage of the process will **not** consider the actual use proposals that the Applicant may have for the Royal Albert Dock project. Those Applicants who are short listed as a result of this first stage will, in the next stage of the process have the opportunity to put forward proposals. For an explanation of the developer selection process please see the Memorandum of Information. The LDA will select up to 8 Applicants to be shortlisted to be invited to participate in the Outline Proposals stage of the Developer selection process.

The information contained in this PQQ and all subsequent information and documents made available to you by the LDA must be treated as confidential and must not be disclosed to any third party although they may be shared with the Applicants' advisers and consortium members. If you are unable to comply with this requirement you must destroy this PQQ and all associated documents immediately and not retain any electronic or paper copies.

No warranties or opinions as to the accuracy or completeness of any information provided in this PQQ or subsequently in this selection process is given at any stage by the LDA and any liability, inaccuracy or incompleteness is therefore expressly disclaimed by the LDA unless specifically agreed in the contract documentation with the party to whom the contract is awarded.

Applicants must rely on their own opinion and investigation.

The PQQ response and all supporting documents must be in the English language.

Your attention is drawn to the fact that, by issuing this PQQ and subsequently proceeding with this selection process, the LDA is in no way committed to awarding any contract and reserves the right to cancel the tendering process at any point. The LDA shall not be liable for any costs resulting from any cancellation of this tendering process nor for any other costs incurred by those expressing an interest in or tendering for this contract opportunity, including attending meetings or providing information. All such costs are for the bidder alone.

It is anticipated that the successful Applicant will be selected and that the completion of the legal agreements will take place after March 2012, and that therefore the GLA and not the LDA will be the contracting party. Further information is available in the Memorandum of Information.

¹ All intellectual property rights in this PQQ and any associated documents belong to the LDA.

SUMMARY CONTRACT DETAILS

ITEM	CONTRACT DETAILS
Contract Description:	The LDA is seeking a development partner for the delivery of an employment generating development at Royal Albert Dock on a site of up to 34.5 acres in London's Royal Docks. For further information please download the Memorandum of Information available from http://www.royalalbertdock.com or by emailing royalalbertdock@lda.gov.uk to request a copy.
Estimated value of Contract:	Not known and will be established as a result of the developer selection process
Period of Contract:	Will be established through the developer selection process.
Contact Point:	<p>You can communicate with the LDA via royalalbertdock@lda.gov.uk.</p> <p>Please ensure that the purpose of your email is clearly identified in the 'subject' heading and please state clearly whether responses/clarifications should be provided to an alternative email address.</p> <p>You must only communicate with the LDA about this opportunity using this contact route. You must not make any other contact with the LDA, the GLA or the London Borough of Newham.</p>
Submission instructions:	<ol style="list-style-type: none"> 1. Completed PQQs and supporting information must be submitted electronically to royalalbertdock@lda.gov.uk by 7 October 2011 at 2:00pm (GMT +1). 2. In addition please also provide 6 hard copies of your completed PQQ and required supporting documentation no later than 11 October 2011 at 2:00pm (GMT +1). Hard copy PQQ submissions should be sent to <div style="background-color: black; width: 100px; height: 15px; margin: 5px 0;"></div> Royal Albert Dock PQQ London Development Agency Palestra 197 Blackfriars Road London SE1 8AA <p>Please note that in order for your submission to be valid you must submit your PQQ electronically to royalalbertdock@lda.gov.uk by the deadline at 1 above. Hard copy submissions on their own will not constitute a valid submission. It is your responsibility to make sure that you have submitted all necessary documents with your PQQ submission.</p> <p>If you require any assistance submitting your PQQ response please email royalalbertdock@lda.gov.uk outlining clearly what information you require.</p>

1. INSTRUCTIONS TO APPLICANTS

Applicant identity

- 1.1 All Applicants are required to complete this PQQ. Please respond by providing information in the format of this PQQ, expanding the space available where necessary. Please be concise but also ensure that complete information is provided. Please only provide additional information where this is specifically requested and have regard to the page limit set at paragraph 2.8. If the Applicant intends to rely on capabilities, capacity or resources of any entity other than the Applicant you must clearly identify this, including:
- 1.1.1 in your response to Section A provide details for both the Applicant organisation and the organisation on whom the Applicant seeks to rely for a particular Section of the PQQ response including;
 - 1.1.2 In your response to Section D, if you will rely on an organisation on whom to establish financial standing of the Applicant or intended contracting party, please provide details of that organisation. For example, if in the response to Section D Applicants will rely on the standing of a parent company, they should confirm that a parent company guarantee is available to support the standing of the organisation with whom it is intended will enter into the contract.
 - 1.1.3 In your response to Section C, if you will rely on an organisation to demonstrate capability, capacity or resources please provide details as to how the resources of the other organisation are to be made available to the contract. For example, if reliance is to be placed on the capabilities of a subcontractor in responding to Section C this should be stated clearly. It is not necessary to have identified a full professional team at this stage, but demonstration of the Applicant's understanding of the development process and master-planning to codes and standards applicable in the UK is important.
- 1.2 Consortium Applicants are required in Section A to provide the information requested in this PQQ in relation to each consortium member. Please confirm the identity of the single legal entity which will enter into the contract with the LDA, even if that entity is not yet formed, and provide full details of that entity with your PQQ submission including the nature of the relationship with the consortium members. If the entity with whom the Applicant intends that the LDA will contract is not yet formed, that entity should be described and its ownership stated in your PQQ submission.
- 1.3 The LDA will rely on the information given by the Applicant in the completed PQQ. If the information given is subsequently found to be incorrect then the LDA may remove the Applicant from the process. Applicants should be aware that if there are changes in the financial standing, capability or resources of the Applicant including material changes in the composition of a consortium, after shortlisting, this may be a material change; if that change means that the Applicant would not have been shortlisted it may mean that the Applicant will be excluded from the process

Timetable

- 1.4 This timetable is an outline and is indicative only. The LDA reserves the right to change it at its discretion.

Stage	Date/time
Submission of completed PQQs	7 October 2011 (2.00pm (GMT +1))
Assessment of completed PQQs	21 October 2011
Notification of result of PQQ short listing	24 October 2011
Expected issue of Invitation to participate in Dialogue – Outline Solutions	24 October 2011
Expected issue of invitation to participate in Dialogue – Detailed Solutions	January 2012
Expected issue of Invitation to submit Final Tenders	April 2012
Contract award	May 2012

Industry Days

- 1.5 The LDA may offer Applicants information meetings in the UK and at selected overseas locations before the PQQ is required to be submitted. These may be made available by video-conference or in face to face meetings. Further information will be available on www.royalbertdock.com before 15 August 2011.

Completing and returning PQQs

- 1.6 You must complete your PQQ Response in the English language and submit it to royalalbertdock@lda.gov.uk and by doing so will be deemed to have submitted the PQQ for evaluation in accordance with the terms of the Undertaking in Section I.
- 1.7 If you require guidance on submission of the PQQ, please email royalalbertdock@lda.gov.uk stating clearly what information you require.
- 1.8 PQQs must be submitted electronically by 2:00pm (GMT +1) on 7 October 2011.
- 1.9 Please in addition provide 6 hard copies of your completed PQQ by 11 October 2011 2pm (GMT +1) to


Royal Albert Dock PQQ
London Development Agency
Palestra
197 Blackfriars Road
London
SE1 8AA

Please note that in order for your submission to be valid you **must** submit your PQQ electronically to royalalbertdock@lda.gov.uk by the deadline. Hard copy submissions alone will not constitute a valid submission.

- 1.10 Failure to comply with timescales, fully complete the documents, provide all the information required or meet any of the PQQ requirements may result in your PQQ not being considered by the LDA.
- 1.11 If there are any questions which do not apply, please mark them "Not applicable" (N/A) with an explanation where appropriate. The LDA may require clarification of your completed PQQ submission during the assessment process and will contact Applicants as necessary for any clarification required.
- 1.12 Your total completed PQQ should not exceed 35 A4 pages (excluding accounts and similar information specifically required by Section C or Section D). You should use 10 point Arial.

Further Information

- 1.13 You can find further information by downloading the Memorandum of Information from the website: www.royalalbertdock.com or by emailing royalalbertdock@lda.gov.uk to request a copy.
- 1.14 Should you require any further information you can communicate with the LDA by emailing royalalbertdock@lda.gov.uk. Please do not contact any member of the LDA's staff or its advisers directly.
- 1.15 Any information provided in response to clarifications, where not confidential (in the opinion of the LDA), will also be provided to the other Applicants. The LDA will respond via email unless an alternative response is considered to be appropriate by the LDA in the circumstances.
- 1.16 Any queries must be received no later than **8 days prior** to the deadline for receipt of PQQs as set out in paragraph 1.8 above.

2. ASSESSMENT AND SHORT-LISTING

Scoring Table

Section	Assessment	Weighting
Section A Basic Information about the Applicant	This section is for information only to ensure the LDA has the correct details of all Applicants. It will not be scored.	N/A
Section B Grounds for Exclusion	This section will be assessed on a pass/fail basis. If an Applicant answers "yes" to a Question in Section B, the LDA has the right to exclude the applicant from further participation.	PASS/FAIL
Section C Technical Capacity	This section will be assessed and responses scored out of an available 100 marks.	70%
Section D Financial Information	The LDA requires that the Applicant achieve at least the category of "Appropriate Risk" (50 marks) as set	30%

Section	Assessment	Weighting
	<p>out in the risk based evaluation table below, scored out of 100 marks as shown.</p> <p>Applicants should note that the LDA will provide the financial information submitted in response to Section D 2 and 3 to a third party procured by the LDA for evaluation. The third party and the LDA will make a financial assessment of the Applicant in accordance with the risk based evaluation table below on basis of the information provided.</p> <p>Please note that all Applicants are required to answer all of the questions in Section D.</p>	

Assessment of Applicant's Financial Response	Score System
<p>HIGH RISK</p> <p>Incomplete and/or inconsistent financial information creating a significant risk that the organisation would not be able to deliver or poor level of financial security provided with no credible evidence of ability to raise equity or debt funding in the current market. Inadequate response on corporate treasury management issues or an indication that a high risk strategy is adopted.</p> <p>Inadequate Response or one not taking account of relevant circumstances. No material evidence of the ability to fund the development stage of projects.</p>	<p>0 – 20</p>
<p>MATERIAL RISK</p> <p>Whilst some aspects of the response may be High Risk a sufficient explanation has been given of most of the areas of concern but without substantial evidence of ability to raise equity and debt funding in the current market or that some evidence is available but without evidence of organisational financial stability. Concerns that financial standing may be affected by corporate treasury risk. No clear evidence of ability to fund development stage projects.</p>	<p>21 – 49</p>
<p>APPROPRIATE RISK</p> <p>The response is complete, logical, appropriate, there may be concerns about the financial capacity of the organisation, but these are moderated by credible evidence of the ability to raise equity and debt funding in the current market.</p> <p>There may be good evidence of a recent ability to raise equity or debt funding but in the context of some modest concerns about the direct financial capacity of the organisation. Such risks are capable of identification and control. A sensible approach taken to the management of corporate treasury risk. Reasonable evidence of the ability to fund development stage work on comparable projects.</p>	<p>50 – 60</p>

<p>LOW RISK</p> <p>Strong profit and loss statement and balance sheet. Risk areas have been identified are of a discrete nature and do not materially detract from the good financial standing of the organisation. Some evidence of good ability to raise equity and debt funding in the current market. The organisation is able to offer a strong track record. Prudent corporate treasury management. Development stage funding clearly demonstrated for comparable projects.</p>	<p>61 – 80</p>
<p>VERY LOW RISK</p> <p>Response exceeds low risk in virtually all respects. Strong profit and loss statement and balance sheet and very good evidence of the ability to raise equity and debt funding in the current market. Prudent corporate treasury management with recent evidence of ability to fund significant projects together with significant own resources to fund the development stage of comparable projects.</p>	<p>81 – 100</p>

Section E Health and Safety	Provision of confirmation of ability to comply with UK Legislation will be a pass score.	PASS/FAIL
Section F Supplier Diversity Questionnaire	This section is for information only. The information provided will not affect the PQQ score in any way. Please complete to the extent possible. Applicants do not have to complete this Section	N/A
Section G	For information only. No response is Required from Applicants.	N/A
Section H Undertaking	Applicants must read, sign and return this undertaking with their PQQ response. All members of a Consortium must complete and sign by an authorised representative.	N/A

2.1 The LDA will undertake an assessment and short-listing process as follows:

- Step 1: Any Applicant whose PQQ response does not satisfy any pass/fail criteria in any Section may be treated as ineligible for this contract opportunity in which event their PQQ response will not be assessed further.
- Step 2: The remaining sections of the PQQ response will be assessed and scored out of the maximum available marks for those Sections and

where any Section has a minimum score stated in the Scoring Table, where an Applicant fails to achieve the minimum score for that Section, then the LDA reserves the right to disqualify the Applicant from the tender process at this point and their PQQ will not be assessed further.

Step 3: The Applicants' scores will be ranked applying the weightings set out in the Scoring Table above and the LDA has the right to select up to 8 Applicants to be short listed and invited to participate in the Outline Proposals stage of the Developer selection process.

3. PRE-QUALIFICATION QUESTIONNAIRE

SECTION A: BASIC INFORMATION ABOUT THE APPLICANT

Please provide the following details:

Consortium Applicants are required to provide the information requested in each section of this PQQ in relation to each consortium member, and should confirm the identity of the single legal entity which will enter into the Contract with the LDA and provide full details of that entity with their PQQ submission including the nature of its relationship with the other consortium members. If the entity that the Applicant intends will enter into the contract is not yet formed, that entity should be described and its ownership stated. Where the details required are not applicable to an Applicant or consortium member is not established in the United Kingdom, please give equivalent information, together with an explanation. Please refer to 2.1 above.

	Please provide details for Applicant and for any parent company and consortium member
Business name (or Consortium Name):	
Registered or trading name if different:	
Registered company number:	
Year established:	
VAT number:	
Registering body:	
Country of Incorporation/ Registration	
Place of registration:	
Registered or principal trading address:	
Contact address if different from the above:	
Type of organisation (e.g. private limited company, partnership, sole trader):	
Number of employees:	
Name of ultimate holding/parent company or subsidiary companies including addresses and an explanation of group structure and internal relationships:	
Company Registration Number or other relevant information of the ultimate holding/parent company:	
In completing this questionnaire and/or in performing the Contract if successful, will you be relying on the capabilities, capacity or resources of another entity within your group of companies? If yes, please provide details.	
If you have included details of an ultimate holding/parent company above (whether or not you will be relying on their capabilities, capacity or resources), would this company be willing to guarantee your contract performance and enter into any requisite legal documentation?	
Indication of the principal areas of business activity of your organisation:	
Contact name:	
Contact's position:	
Contact's telephone number:	

Contact's fax number:	
Contact's email address:	

SECTION B: GROUNDS FOR EXCLUSION

B1. Mandatory Grounds for Exclusion

Please confirm whether your organisation (or its directors or any other person who has powers of representation, decision or control of the named organisation) has been convicted of any of the following offences. The answer to this question requires Applicants to self-certify that they have not committed certain criminal offences. Note that an answer "Yes" will result in the Applicant being disqualified from further participation:

	Yes / No (If yes provide details)
Participating in a Criminal Organisation whether by a Court in a Member State of the European Union or any other National Court.	Yes / No
Offering an individual in the course of business, a financial or other incentive to do or refrain from doing an activity whether by a Court in a Member State of the European Union or any other National Court.	Yes / No
Fraud, where the offence relates to fraud affecting the financial interests of the European Communities.	Yes / No
Money laundering whether by a Court in a Member State of the European Union or any other National Court.	Yes / No
Any other criminal offence related to professional conduct or the making of false statements or misrepresentations as to their qualification to enter into a procurement contract or have not been disqualified due pursuant to administrative suspension or disbarment proceedings by a Court in a Member State of the European Union or any other National Court.	Yes / No

B2. Insolvency information:

In this section applicants are required to self-certify that they are not in an insolvent state

a) Individuals, sole traders or partnerships

Please confirm for the Applicant, its parent company and any consortium member, whether any of the following apply. Note that an answer "Yes" will result in the Applicant being disqualified from further participation:

	Yes / No (If yes provide details)
a bankruptcy order has been made or is being applied for;	Yes/ No
a court is administering the business affairs or is	Yes/ No

being requested to do so;	
any composition or arrangement has been entered into for the benefit of creditors or been requested;	Yes/ No
business activities have been suspended or discontinued;	Yes/ No
any similar situation to the above has arisen or is arising under any national laws of a member state.	Yes/ No

b) Companies or similar trading entities (e.g. Limited Liability Partnership)

Please confirm whether:

	Yes / No (If yes provide details)
the company has passed a resolution or is it the subject of a court order for the company's winding up, or the affairs of the business are subject to winding up proceedings;	Yes/ No
a receiver, manager or administrator on behalf of a creditor has been appointed in respect of the company's business or any part thereof;	Yes/ No
business activities have been suspended or discontinued;	Yes/ No
any analogous situation to the above has arisen or is arising under any national laws of any EU member state; and	Yes/ No
you have been convicted of a criminal offence relating to the conduct of your business or profession.	Yes/ No

SECTION C: TECHNICAL CAPACITY

In the response to this question please refer to project examples in the last 5 years only.

In responding to questions 1 - 5 of this Section C, Applicants should provide no more than five examples of projects which address the questions together with a table cross referencing which of those examples addresses each of the questions.

<p>Relevant Experience</p> <p>1. Please provide using no more than five project examples evidence demonstrating your experience of:</p> <ul style="list-style-type: none">○ developing major, complex, brownfield regeneration sites (ideally including an example of a waterfront development),○ delivering large scale employment use focused projects with ancillary supporting uses,○ successfully working in partnership with a range of public sector stakeholders,○ Identifying major occupiers to act as a catalyst to development in order to establish critical mass. <p>The examples should cover the past five years and may include examples of current and completed projects.</p> <p>Please provide for each project, details of the team that you worked with and the other organisations involved. The details of each project should include:</p> <ul style="list-style-type: none">○ location of the project and mix of uses,○ dates and delivery timescales,○ an explanation of the transaction and delivery structure,○ details of financing arrangements,○ the value of the project (by reference to the capital value of the completed development),○ your role and responsibilities in delivering the project.○ Nature of any public sector support eg through land, grants.	<p>Marks - 35</p>
<p>Sustainability</p> <p>2. Please give details of how you have addressed issues of environmental</p>	<p>Marks - 10</p>

<p>sustainability in completed or in-progress projects. Please provide details of your measures for ensuring ethical sourcing and sustainability throughout your supply chain. Please give examples of your experience of developments that aim towards carbon neutral status. Please cross refer to the examples given in the answer to Question 1 in this Section.</p>	
<p>Employment led Mix of Uses</p> <p>3. Please give details of successful delivery of schemes which have included employment focused uses and other ancillary uses which have generated significant numbers of jobs. Please cross refer to the examples given in the answer to Question 1 in this Section.</p>	Marks - 15
<p>Design</p> <p>4. What approach has your company taken in the past to delivering high-quality architecture and urban design which is integrated to the existing context and creates a sense of place? What challenges have you faced and how have they been overcome? Please cross refer to the examples given in the answer to Question 1 in this Section.</p>	Marks - 15
<p>Delivering Phased Development and Innovative Structure</p> <p>5. Please describe any projects where you have acted as developer on a large scale, long term multi-phased development project, including examples of where multi phases of development were brought forward close together and the reasons for this, and where an innovative approach to the development process in terms of funding, structuring and delivery has been used. Please cross refer to the examples given in the answer to Question 1 in this Section.</p>	Marks - 10
<p>Technical Capacity</p> <p>6. Please provide information about the technical skills of your staff involved in the delivery of property development projects. Provide information about the qualifications and relevant experience of the key individuals in the form of a brief CV. Please provide an organogram showing how the</p>	Marks - 5

key individuals work together. Explain which skills are provided from within your own organisation and which are provided from other organisations and how they are sourced.	
<p>Environmental Standards</p> <p>7. Please provide details of your environmental management measures (including details of attestation registrations (if any) for example under ISO14001 or equivalent and details of your approach to environmental management).</p>	Marks - 5
<p>Quality standards</p> <p>8. Please provide details of your measures for ensuring quality, details of your quality attestation registrations (if any) for example under ISO9001 or equivalent, details of your approach to contract and project management, service delivery. Please also provide details of the person who is responsible for quality standards.</p>	Marks - 5

SECTION D: FINANCIAL INFORMATION

1. Indemnity Cover

<p>Please provide confirmation that you have or, if successful, will secure via your sub-contractors the following minimum levels of insurance:</p> <p>Public liability £20 million Employers liability £10 million Professional indemnity £10 million In each case insurance is to be provided by a insurer established in the EU</p> <p>If satisfactory confirmation cannot be given the PQQ will not be considered further.</p>	Yes/No
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2. All Applicants must complete all of the questions in section 2 below.

Has your organisation met the terms of its banking facilities and loan agreements (if any) during the past 2 years without the need to reschedule capital and/or interest payments, or reset covenants?	Yes / No
If “No” what were the reasons, and what has been done to put things right?	

How do you manage existing banking and other material financing facilities that will mature for repayment or otherwise are scheduled for refinancing in the next 36 months?	
How does your organisation typically fund the early pre-construction stages of large scale multi-phased development projects? Does your organisation currently have committed facilities or other liquid resources available to it for the purpose of funding projects such as this? What level of liquid resources is available and how would this be supplemented?	
Has your organisation had an application for material credit or finance rejected in the last 3 years? If "YES" please provide details of the circumstances and explain the impact on the organisation.	Yes/No
Does your organisation provide any guarantee security to other group undertakings or associated companies? If "YES" please provide details and explain how this risk is managed.	
Does any fellow group undertaking or associated company provide guarantees or security to your organisation? If "YES" please provide details and explain the value to your organisation of this facility.	
Provide evidence of funding of the construction stage of a comparable development project (debt and equity) in the last 3 years if available. If you are not able to supply evidence please explain why not. If there is other information that demonstrates the financial capacity of the organisation please provide evidence.	
Provide information and evidence of recently managing a joint venture with or without a Special Purpose Vehicle for a development project if available. If you are not able to supply evidence please explain why not. If there is other information that demonstrates similar joint resourcing that you have been involved in please provide details.	
Has your organisation met all its obligations to pay its creditors and staff during the past year?	Yes / No
If "No" please explain why not and explain the current position:	
Please provide a statement of your profit & loss account and cash flow for the most recent year of trading. Please provide a copy of your most recent published accounts.	Enclosed? Yes/No Most recent full accounts enclosed? Yes/No

If your most recent full accounts (see requirement above) are dated earlier than six months before the date of your PQQ please provide a management account summary balance sheet and profit and loss statement signed as correct by a Director or other similar corporate officer in the case of organisations other than a Company.	Management Accounts (Signed) enclosed? Yes/No
To establish your financial standing do you wish to rely upon, or if required to do so, would you be able to provide insurance or third party bonding or guarantees bonding or a government guarantee? If so please provide details. ²	
In the last 3 years has your organisation had a successful claim made against it following a call under the terms of a Performance Bond provided under the terms of a contract?	Yes/No
If "YES" please provide details	
Has your organisation ever had a contract terminated prematurely within the last 3 years? If yes, please provide details.	Yes/No
Has your organisation ever NOT had a contract renewed for failure to perform to the terms of the contract? If yes, please provide details.	Yes/No
Has your organisation withdrawn from a contract prematurely within the last 3 years? If yes, please provide details.	Yes/No
Is your organisation subject to any threatened, pending or active litigation? Has it any outstanding claims or had any litigation against it in the last 3 years which is relevant to and/ or impacts upon your ability to act as a developer of this site? If yes, please give details and explain how this risk is taken account of in the organisations accounts (see above).	Yes/No
Please provide details of any other contingent liabilities of your organisation and (in so far as could impact on your organisation) its fellow group undertakings that could be considered material to the prequalification process.	

² Note that if Applicants rely upon the standing of others or the existence of guarantees to establish financial standing, it will be the Applicants responsibility to secure such benefits for the LDA and a failure to do so may result in the Applicant being disqualified at a later stage.

4. All Applicants please provide a copy of your most recent full accounts, audited where possible.

Notes to the accounts reveal no material or exceptional matters	Pass/fail
---	-----------

SECTION E: HEALTH AND SAFETY

1. Please confirm that your organisation does, or if successfully appointed as Developer will, comply with the requirements of the Health and Safety at Work etc Act 1974 and other relevant UK Legislation.	PASS/FAIL
2. Please confirm that your organisation does, or if successfully appointed as Developer will, comply with the requirements of Construction Design Management Regulations 2007 (CDM) and other relevant English Legislation. See attached link for details. http://www.hse.gov.uk/construction/cdm.htm	

SECTION F: SUPPLIER DIVERSITY QUESTIONNAIRE

PLEASE NOTE – completing this section is not compulsory. If you choose to complete this section the information provided will not be scored and will not affect your application in any way. The information requested by this section is for LDA information purposes only.

The LDA encourages tender applications from all communities. We require contractors to be committed to promoting equality of opportunity in their own employment practices and service delivery, and to help the LDA achieve its statutory responsibilities in this important area.

The LDA is also committed to maximising the diversity of its supplier base. To help us monitor our success in this area, we ask all applicants to complete this form.

	Question	Answer
1	Number of employees in your company	
2	Your organisation's annual turnover	£
3	Is your organisation owned or led ³ by a BAME majority? ⁴	Y/N

³ Ownership of third sector organisations relates to how they are governed. Third Sector organisations are governed through a management committee comprising (volunteer) trustees. In this case 51% or more trustees should be from BAME, women, disabled, LGBT (Lesbian, Gay, Bisexual and Transgender) groups in order for these organisation to be deemed as being minority owned/led.

⁴ **BAME:** Black, Asian, Minority Ethnic, known until recently as BME. A BAME company is one which is majority BAME owned or led.

5	Is your organisation mostly owned or led by women?	Y/N
6	Is your organisation mostly owned or led by disabled people?	Y/N
7	Is your organisation mostly owned or led by LGBT people? ⁵	Y/N
8	What is the percentage of BAME staff in your organisation's workforce?	%
9	What is the percentage of female staff in your organisation's workforce?	%
10	What is the percentage of disabled staff in your organisation's workforce?	%
11	What is the percentage of LGBT staff in your organisation's workforce?	%

SECTION G: RESPONSIBLE PROCUREMENT

The GLA group which includes the LDA has defined 'responsible procurement' as the purchase of goods, works and services in a socially and environmentally responsible way that delivers value for money and benefits to the contracting authority and to London.

In January 2008 the Mayor of London set out a new delivery framework for Responsible Procurement. The framework structured the Mayor's aspirations for using procurement to drive positive social, economic and environmental change in London under three key areas, namely:

- Our people;
- Our Business;
- Our City.

The LDA encourages its Contractors, and those companies interested in tendering for its contracts to undertake their activities in line with Responsible Procurement principles, and where appropriate will introduce relevant tender evaluation criteria and/or contract performance conditions to support this. Further information on the GLA group's Responsible Procurement work can be obtained from the follow web-site: www.london.gov.uk/rp

⁵ **LGBT:** Lesbian, Gay, Bisexual and Transgender.

SECTION I: UNDERTAKING

When you have completed the PQQ, please ensure that:

- You have answered all the questions;
- You have **enclosed** all documents requested; and
- You have read and signed the undertaking below.

By submitting this PQQ I certify that the information supplied regarding the Applicant is accurate to the best of my knowledge and that I accept the conditions and undertakings requested in the PQQ. I understand and accept that false information could result in rejection of the application to be selected to take part in the tender process and/or termination of any resultant Contract.

The individual person signing this Declaration must be authorised to do so.

Where the Applicant has identified in Section A that it is relying on group resources or resources other than its own , I confirm that further information on that group reliance will be provided on request and that the group is willing to provide a parent company/ group undertaking or guarantee.

Submitted for and on behalf of the Applicant:

Name:

Authorisation – give detail

Position/Status in the Applicant:

Applicant's name:

Applicant's address:

Date:

THIS INFORMATION MUST BE COMPLETED BY APPLICANTS, THEIR PARENT COMPANY (WHERE THE APPLICANT RELIES ON THE PARENT COMPANY FOR THE APPLICANTS FINANCIAL STANDING) AND ALL CONSORTIUM MEMBERS, BUT NOT ORGANISATIONS TO WHOM THE APPLICANT INTENDS TO SUBCONTRACT WORKS OR SERVICES

**SILVERTOWN QUAYS
DEVELOPMENT PARTNER PROCUREMENT
Memorandum Of Information for Pre-Qualification Questionnaire**



MAYOR OF LONDON

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1 INTRODUCTION

1.1 Foreword

“The regeneration of the Royal Docks is the most exciting development opportunity in London and an absolute priority for us both. We are determined to make this happen and to put our joint efforts into taking quick decisions, streamlining processes and working with private sector partners to enable delivery.”

Boris Johnson, Mayor of London and Sir Robin Wales, Mayor of Newham

“This is the last great opportunity of this scale in London. We are committed to finding world-class developers who can deliver our vision for the Royal Docks Enterprise Zone. As the London Development Agency closes, there is no better testimony to the value it has created over the years for London. The work started by the London Development Agency with Newham will seamlessly be taken forward by the Greater London Authority and its continuing relationship with the Borough, a new approach that has created speed and certainty for developers.” Sir Peter Rogers, Mayoral Adviser for Regeneration, Growth and Enterprise.”

Sir Peter Rogers, Mayoral Adviser for Regeneration, Growth and Enterprise

With 122 hectares of prime waterfront land, London’s Royal Docks is one of the most exciting development opportunities in the UK – a place for investors who share the vision of the London Development Agency and its partners to create a new and truly spectacular business, residential and leisure destination.

The London Development Agency is looking for partners and investors to establish the Royal Docks as an exciting place to live and work. There has never been a better time to invest in the Royal Docks.

The 2012 Olympic and Paralympic Games has put East London in the international spotlight and is driving change at an unprecedented pace. The Mayor of London has established the Green Enterprise District stretching across East London making the Royal Docks an ideal base for high-tech manufacturing, research and green enterprise.

The Royal Docks has also recently been awarded Enterprise Zone status by the UK Government, which will mean businesses locating to the area will benefit from business rates relief over five years as well as a simplified planning approach to development within the Zone. Further details of this are provided below.

Decades of investment in transport infrastructure, including City Airport, have made the Docks one of the best connected destinations in Europe and the arrival of Crossrail, in 2018, will provide high speed links to central London and Heathrow.

The London Development Agency is now commencing the formal procurement of a development partner for Silvertown Quays. The first stage in this process is the submission of a Pre-Qualification Questionnaire by interested parties.

A separate procurement exercise is also being undertaken in relation to the nearby LDA owned Royal Albert Dock site. Applicants are entitled to bid separately for either or both of the Silvertown Quays and Royal Albert Dock sites. However, at the next stage of the procurement process the LDA may also decide to consider any submissions from bidders

which encompass both sites within a single solution. Applicants who are interested in both sites should at this stage submit separate PQQ responses in respect of each site.

The Mayor of London and the Mayor of Newham are committed to working closely together with the London Development Agency to smooth the process of bringing forward development proposals in the Royal Docks.

The project will continue seamlessly when the London Development Agency's land assets and its regeneration team transfer to the Greater London Authority (GLA) in March 2012 following the Agency's closure pursuant to the Localism Bill. Both organisations are fully supportive of the importance of this project for the economic development of London and the Royal Docks in particular, and have appropriate resources and processes in place to support the procurement and the timetable set out above.

In the event that selection of a developer and/or completion of legal agreements takes place after March 2012, it should be noted that the GLA and not the LDA will be the contracting party.

1.2 The Opportunity

Silvertown Quays is one of the most exciting development opportunities in London and the largest freehold owned by the London Development Agency comprising a 50 acre brownfield site. The site occupies a high quality waterside location on the south side of the Royal Victoria Dock opposite ExCeL within an area called West Silvertown.

The opportunity exists to bring forward a market-led development solution for the site, taking into consideration the ambition of the LDA and its partners to see the creation of destination uses and wider community regeneration at Silvertown Quays, in order to create a new “heart” for the Royal Docks.

The site benefits from exceptional transport links including the Docklands Light Railway (DLR) to the south of the site at Pontoon Dock, the Jubilee Line underground stations at Canning Town and North Greenwich, the Thames Cable Car which will open in 2012, City Airport to the east of the site, and Crossrail which will arrive at Custom House (adjacent to ExCeL) in 2018.

The site also benefits from its proximity to major business and tourism destinations including the O2, ExCeL, Canary Wharf, Westfield Stratford and the Olympic Park, as well as the Siemens Urban Sustainability Centre, a £30 million visitor attraction, research facility and showcase for sustainable technologies due for completion in 2012. The Royal Docks also forms part of the wider Green Enterprise District (GED).

2 DEVELOPMENT BRIEF

The Royal Docks

The LDA and London Borough of Newham have created an overarching 10 point Vision for the future of the Royal Docks:

1. Develop the Royal Docks as a world class business destination within the knowledge economy.
2. Promote the Royal Docks as a focus for investment on a world stage building on opportunities presented by the 2012 Olympic Games.
3. Make the Royal Docks a place of choice to live.
4. Champion green enterprise and environmental sustainability.
5. Ensure that development positively benefits the local communities.
6. Exploit the potential for a visitor and tourist economy.
7. Create a unique and high quality waterfront urban quarter with a strong sense of place.
8. Improve cross river and local connectivity.
9. Communicate openly and clearly.
10. Make it happen.

Silvertown Quays

The 50 acre Silvertown Quays site is the most significant regeneration opportunity in the Royal Docks. The LDA is now seeking one or more development partners to deliver a mixed-use scheme on the site in accordance with the principles below. Although the site benefits from a resolution to grant planning permission for c. 5,000 residential units and a leisure attraction, bidders should not be constrained by this scheme.

The LDA does not wish to be prescriptive regarding the overall mix and quantum of development on the Silvertown Quays site. However, it does wish to satisfy a number of key regeneration objectives through a development which:

- Creates a new heart for the Royal Docks by delivering a destination. In practice this is likely to include an ‘anchor’ or focal point for the development, alongside an appropriate range of supporting uses.
- Likely acceptable uses may include, among others:
 - Leisure (Class D2)
 - Employment (Class B1)
 - Community (Class D1)
 - Residential (Class C2 / C3)
 - Retail (Class A1 / A2)
 - Restaurant / Food / Beverage (Class A3 / A4 / A5)
 - Hotel (Class C1)
- Responds to market demand with a viable scheme capable of delivering critical mass at an early stage.
- Maximises the public realm opportunities presented by the waterfront location whilst animating and facilitating public access and use of the Dock edge.
- Creates a range of employment opportunities for the local community and beyond.
- Is sustainable and in keeping with the aspirations of the Green Enterprise District.
- Delivers a great place to live, work and spend time through excellent architectural and environmental design.
- Integrates Silvertown Quays with existing communities within and adjoining the Royal Docks.
- Improves access to and within the site. For example: new or improved bridge links across the Royal Victoria Dock and Pontoon Dock; improved linkages as well as public walkways along the dock edge.
- Delivers quality housing in a range of tenures and types, compliant with all relevant standards.

- Achieves best consideration for the LDA, including the opportunity to share in the ongoing success and regeneration of the site, in addition to the potential to receive an initial upfront capital payment.

3 THE CONTEXT

3.1 Introduction

Much work has been undertaken in order to understand the context for development at Silvertown Quays and the wider regeneration of the Royal Docks and to create a positive opportunity for development. A brief summary of some of the key issues is provided below. Further information, including links to many of the key documents, is available on the project website www.silvertown-quays.com and the associated data room. It is anticipated that the documentation available in the data room will be added to as the development partner procurement exercise progresses through successive stages. Relevant detailed information will be made available for each stage of the selection process.

3.2 Planning

3.2.1 The London Plan

As the Mayor's spatial development strategy, the London Plan provides a framework for development over the next 20 – 25 years. The Consolidated London Plan 2008 identifies the Royal Dock as one of London's strategic Opportunity Areas: major areas of regeneration potential with the capacity to accommodate substantial new homes and jobs. The Royal Docks is also located within a designated Area of Regeneration, recognising the importance of ensuring that the physical transformation of the Royal Docks positively benefits local communities.

The London Plan is currently going through a process of replacement, with a 'Replacement London Plan' expected to be published in late 2011. The consultation draft retains the Royal Docks as a strategic Opportunity Area within a wider Area of Regeneration and sets out revised housing and employment targets for Opportunity Areas, stating that the Royal Docks, together with Beckton Waterfront, should accommodate 6,000 new jobs and 11,000 new homes by 2031.

Appendix 1 of this document contains the London Borough of Newham and Greater London Authority's planning policy requirements for the Silvertown Quays site for guidance purposes.

3.2.2 Newham Unitary Development Plan (UDP)

Until the adoption of the Core Strategy in 2012, the Newham UDP, adopted in 2001 remains the statutory development plan for the borough.

The UDP recognises that the Royal Docks is the largest development opportunity in the Borough, with enormous potential based upon its proximity to central London, excellent local, national and international communications and its unique environmental quality. The overarching strategy for the Royal Docks includes the following key components:

- Major high quality employment generating mixed-use developments;

- The creation of new residential communities that are integrated with the established settlements around them and incorporate a full range of social and community facilities; and
- The development of a spectacular built and natural environment focused on the landscape quality of the Docks and the River Thames.

In order to promote and facilitate regeneration, Silvertown Quays is designated as a Major Opportunity Zone (MOZ 10 - Royal Victoria Dock, south side) promoting the area as a high quality city district, seeking a comprehensive mixed-use proposal which provides a spectacular backdrop and tourist attraction to the Docks.

3.2.3 Newham Core Strategy

Newham's Unitary Development Plan is currently in the process of being replaced by the Borough's Local Development Framework (LDF). The Core Strategy Submission Draft has been submitted to the Secretary of State and will be subject to an Examination in Public in the autumn of 2011. Once adopted in 2012, it will provide the overarching local planning policy for the Royal Docks. The emerging policy is evolving to provide a framework which encourages sustainable development, investment and environmental improvement to achieve the regeneration vision for the area.

The Royal Docks is identified as one of the 3 main development priorities within Newham's 'Arc of Opportunity', stretching from Stratford and the Olympic Park, down the Lower Lea Valley and east through the Royal Docks to Beckton. It is in this corridor that the majority of the Borough's anticipated growth will be located up to 2027.

The Core Strategy promotes the Royal Docks as a world class business destination within the knowledge economy, and a focus for investment on a world stage, building on opportunities presented by the Olympics. The objective is that the area will develop a nationally significant niche in low carbon and high technology industries and will have a significantly expanded visitor and tourist economy, becoming a thriving leisure destination.

The vision is for the Royal Docks to become a unique and high quality waterfront urban quarter, with today's fragmented residential development consolidated into a number of distinct neighbourhoods providing over 9,000 new homes on strategic sites such as Silvertown Quays.

The Core Strategy recognises Silvertown Quays as one of the most significant development opportunities in the Royal Docks with the opportunity to create a residential, mixed-use neighbourhood including a new local centre, focused around the DLR stations, providing community and commercial uses. Potential for leisure and hospitality and green industries including research and development is promoted, building on the visitor attraction cluster at the western end of the docks. Leisure uses should relate to the water space, with clear pedestrian and cycle connections through to the new local centre and across North Woolwich Road.

The key planning history for the site was established through the outline planning permission ref. 03/2006 for a mixed-use redevelopment of the Silvertown Quays site dated 27 April 2007. This permission was extended in December 2010, subject to an updated Section 106 Agreement which is currently being progressed with LB Newham. The scheme includes:

- 4,930 residential units
- 4,320 sqm retail (A1)
- 5,570 sqm restaurants (A3/A4/A5)
- 7,800 sqm office and employment (A2/B1)
- 7,600 sqm flexible commercial (A1-A5/B1)
- 18,925 sqm leisure including 11,000 sqm aquarium
- 8,000 hotel
- 8,000 sqm community use
- 6.4 hectares open space

While this scheme offers an indication of the scale of development possible it does not necessarily represent the LDA's current aspirations for the site.

3.3 Enterprise Zone

The Royal Docks, of which Silvertown Quays forms part, was awarded Enterprise Zone (EZ) status by the UK Government in March 2011.

The key benefits of EZ status include:

- 100% business rate discount up to £275,000 over five years for businesses moving into an EZ, provided occupancy commences by April 2015
- All business rates growth in the zone for at least 25 years will be retained and shared by the London Local Enterprise Partnership
- The UK Government and London Borough of Newham and the GLA will help to develop radically simplified planning approaches in the Royal Docks EZ
- Government support for roll out of superfast broadband in the zone and could include funding

The LDA and London Borough of Newham are in ongoing discussions with central Government regarding the detailed arrangement relating to EZ status, including the negotiation of potential additional benefits. The area to which the business rates discount will apply is yet to be agreed by the UK Government.

3.4 Green Enterprise District

As London's most significant regeneration and growth opportunity, East London is pivotal to the city's transition to a low carbon economy.

Working with a range of partners including the London Boroughs of Havering, Barking and Dagenham, Newham and Tower Hamlets, the London Thames Gateway Development Corporation, the Homes and Communities Agency, the Institute for Sustainability and the Environment Agency, the LDA has developed proposals for the green Enterprise District (GED) which covers some 48 sq.km of land in East London. The work undertaken sets out a route map to create a thriving economic region, which could lead the world in developing and providing low carbon goods and services.

The GED is already home to exemplar new projects such as the 2012 Olympic and Paralympic Games, the Sustainable Industry Park and the London Thames Gateway Heat Network. These add to existing strengths of the region such as Canary Wharf, ExCeL, Rainham Marshes and the significant new development pipeline and land availability.

3.5 Royal Docks Strategic Documents

The Mayor of London and the Mayor of Newham have prepared a suite of strategic documents to assist bidders.

3.5.1 Royal Docks Vision - July 2010

Published in July 2010, the Royal Docks Vision outlines the history of the Royal Docks and sets out a ten-point strategy for the transformation of the Royal Docks.

This document is available via the data room of the Silvertown Quays website.

3.5.2 Parameters for Development - March 2011

The Parameters for Development document builds upon the Vision document by recognising the importance of underpinning the vision with a clear, concise and comprehensive overview of the opportunities and constraints that impact upon the regeneration. It is intended to support and inform development and help our partners capitalise on the huge opportunities the Royal Docks offer.

The document covers a range of key development parameters including:

- Land ownership and use
- Planning policy
- Accessibility and movement
- Infrastructure
- Integrating communities
- Environmental parameters

Separate sections of the document concentrate on different locations within the Docks including the West Silvertown area, which incorporates Silvertown Quays. This section provides more detailed information on a range of relevant issues including:

- Access
- Heritage and Assets
- Flood risk
- Noise
- Infrastructure
- The London City Airport Public Safety Zone
- Communities and Facilities
- Existing and Proposed Development Projects

This document is available via the data room of the Silvertown Quays website.

3.5.3 Spatial Principles

The document sets out the Mayor of London and the Mayor of Newham's place making ambitions, building on the London Borough of Newham's Core Strategy. It aims to guide public and private sector investment in the public realm in a coordinated approach, to realise the potential of the Royal Docks as a high quality, well connected and lively London neighbourhood.

This document is currently being finalised and will be made available in the data room in due course.

3.6 Existing Interests

There are a small number of occupational and other leasehold interests that affect a small part of the site that the LDA is currently addressing.

3.7 Meanwhile Uses

The LDA is currently proposing a temporary use on part of the Silvertown Quays site which arises from the recent Meanwhile Uses competition for various sites around the Royal Docks. The 'Meanwhile London' competition launched in November 2010 by the Mayors of London and Newham aimed to find innovative temporary uses for three high profile sites in the Royal Docks and Canning Town in the run up to the 2012 Olympic and Paralympic Games. The competition has been co-ordinated by Newham Council, the London Development Agency (LDA) and its Design for London team and Property Week magazine.

Interim activities on vacant space can help kick-start regeneration by animating the sites, encouraging early adopters and testing the potential for community and urban integration. The competition has brought a range of different groups of people together, including local residents and community groups, developers, investors, designers, artists, thinkers and entrepreneurs, who have come up with a host of creative, dynamic ideas for the spaces.

3.8 More Detailed Documentation

The LDA intends to make available more detailed information in relation to the site by progressively releasing appropriate information, as the procurement project progresses through successive stages. Information covering legal and technical matters will be made available via the data room at www.silvertown-quays.com.

3.9 Stakeholders

In addition to the London Development Agency, there are a number of public sector stakeholders who have, in varying capacities, an interest in the Silvertown Quays site. These include:

- London Borough of Newham, both from a regeneration perspective and as local planning authority
- The Greater London Authority (GLA), which is the strategic planning and regeneration body for London and will take over ownership of the LDA's land assets following the Agency's closure in March 2012 pursuant to the Localism Bill
- The Royal Docks Management Authority Ltd (RoDMA) – RoDMA holds a 225 year lease of the entire water areas of the Royal Docks and is responsible for their management

Bidders are requested not to make contact with these bodies in relation to the Silvertown Quays project. The LDA will provide an opportunity for bidders to receive a briefing(s) from key stakeholders as the procurement project progresses. In particular, it is anticipated that LB Newham will be an active participant in the procurement process and meetings with LB Newham planners will be offered as bidders begin to formulate their proposals for the site.

4 THE PROCESS

4.1 The Process

The procurement process for Silvertown Quays will be structured according to the Competitive Dialogue process as defined by the Public Contracts Regulations 2006 (as amended).

The LDA is mindful of the significant time and cost implications, for bidders, of the Competitive Dialogue process. The Agency therefore wishes to ensure that – while adhering to the requirements of the Regulations – the Competitive Dialogue for Silvertown Quays is undertaken in as efficient and streamlined fashion as possible.

Bidders are deemed to understand the nature of, and processes associated, with the Competitive Dialogue procedure, and the requirements which this is likely to place both upon them, and upon the LDA.

Responses to the PQQ will be used to select up to *eight* long listed parties to be invited to take part in the competitive dialogue process.

The competitive dialogue process will consist of two stages. At the end of the first stage it is anticipated that the number of bidders will be reduced to *two, three or four*.

The competitive dialogue will continue (the second stage dialogue) with those *two, three or four* bidders some or all of whom will then be invited to submit a final tender response and detailed financial proposals.

Further details of the dialogue phases, and what is required of the bidders, will be provided in the Invitation to Submit Outline Solutions (ISOS) sent to long listed bidders in September.

At this stage, the timetable is subject to confirmation and the LDA reserves the right to amend any parts of the process or the timetable as the project progresses.

Actions

Proposed Date

OJEU Notice published and MOI / PQQ made available	25 July 2011
Return of PQQ	25 August 2011
Notification of long listed bidders / Invitation to Submit Outline Solutions	9 September 2011

Competitive Dialogue Stage 1 – Up to *eight* bidders

Invitation to Submit Outline Solutions	9 September 2011
Bidders return Outline Solutions	3 October 2011


Notification of shortlisted bidders / Invitation to Submit Detailed Solutions	24 October 2011
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Competitive Dialogue Stage 2 – With *two, three or four* bidders

Invitation to Submit Detailed Solutions	24 October 2011
Receive Detailed Solutions	9 January 2012
Call for Final Tenders	30 January 2012
Provisional selection of Private Sector Partner (PSP)	28 February 2012

Property based enquiries should be addressed to:


 Partner
 Knight Frank LLP
 55 Baker Street
 London
 W1U 8AN


 Partner
 Knight Frank LLP
 Suite D Level 6, One Canada Square
 London
 E14 5AA















Enquiries which are of a procedural nature and are applicable to all bidders will be circulated with answers to all bidders. Any enquiries which are in the LDA's opinion not procedural will be dealt with on an individual basis.

The LDA makes no guarantee that such information can and will be made available. The LDA will ensure that compliance is made in respect of principles of transparency and non discrimination in responding to any enquiries.

4.2 Responses

Bidders who wish to be considered for the next stage of this procurement process should request the PQQ from Silvertownquays@lda.gov.uk, and submit a completed response in accordance with the guidance contained within the PQQ document together with all relevant information / attachments, not later than **2pm on 25 August 2011**.

In addition 6 hard copies should be provided by 2pm on 26 August 2011 to Tom Jackson at the LDA (details provided in the PQQ).

PQQs delivered after the date and time specified, or to a different address, electronically or otherwise, will not be considered under any circumstances.

4.3 Project Team

The LDA's property advisors are:

Knight Frank LLP
55 Baker Street
London
W1U 8AN

The LDA Legal advisors are:

Herbert Smith LLP
Exchange House
Primrose Street
London
EC2A 2HS

5 LEGAL AND FINANCIAL FRAMEWORK

Once a developer has been selected, it is currently envisaged that they will enter into a development agreement (or joint venture agreement) in accordance with the legal documentation which has been the subject of dialogue during the Detailed Solutions stage. Bidders are reminded that in accordance with the Public Contracts Regulations 2006 (as amended) only “minimal fine tuning” of this documentation will be permitted, following the close of the dialogue stage and the submission of Final Tenders.

Under this Agreement, it is anticipated that the partner will be responsible for proceeding with, inter alia, the preparation of an appropriate planning application and the construction of the development.

In terms of land transfer, it is envisaged that the LDA will grant a long leasehold interest in the site on practical completion of each phase, but the agency is willing to consider alternative proposals. Depending upon the precise nature of the agreed development and financial proposals which emerge from the Competitive Dialogue procedure, land may be drawn down by the partner in phases to reflect an agreed phasing programme for the project.

The LDA will be seeking fully transparent “open book” accounting during both the procurement and development stages, and will expect to receive an appropriate return, as and when land is drawn down. The LDA may be minded to defer payments for successive stages of development, until development is substantially complete, if this will assist in ensuring the overall viability of a development which meets the LDA’s key objectives while still achieving a reasonable developer return.

The LDA is keen to explore innovative financial arrangements relating to the delivery of the development. The LDA expects to receive its financial return from some or all of the following mechanisms:

- Initial upfront payment upon exchange of conditional development agreement
- Agreed capital payments as land is drawn down in tranches
- Deferred payment for specific tranches of development (please see above)
- Fixed or geared ground rent
- Ability to share in the financial success of specific elements of the development proposals
- Provision of specific income producing assets (or an SPV) to maintain an income stream

Further guidance on the LDA’s detailed estates, financial and legal requirements will be provided as appropriate during later stages of the procurement process.

Summary of planning requirements for Silvertown Quays

London Borough of Newham and Greater London Authority, July 2011

This note presents a brief summary of the requirements for development on Silvertown Quays as set out in planning policy.

Planning Policy Documents

The statutory development plan for the borough comprises the Unitary Development Plan (UDP), adopted in 2001, and the London Plan. However, policies in the Local Development Framework (LDF) Core Strategy are gaining 'weight' as the document progresses - currently the 'weight' accorded is assessed on a case-by-case basis.

The Core Strategy was submitted to the Secretary of State on March 31st 2011, at which point the Examination process commenced, and a Hearing has been provisionally arranged for September (to be confirmed shortly). Publication of the Inspector's report is expected in early 2012 and adoption anticipated in Spring 2012.

A new London Plan is due to be adopted in July 2011 and relevant policies will apply in Newham from that date.

Objectives for the Royal Docks

Existing and emerging planning policy supports the development of the Royal Docks into a world class business destination within the knowledge economy, and a focus for investment on a world stage, building on opportunities presented by the Olympics.

The area will develop a nationally significant niche in low-carbon and high technology industries, and will have a significantly expanded visitor and tourist economy, becoming a thriving leisure destination for Londoners and visitors alike. Cross River and local connectivity will be improved to enhance the links between the Royal Docks and the surrounding areas.

The Royal Docks will become a unique and high quality waterfront urban quarter; today's fragmented residential development will become consolidated into a number of distinct neighbourhoods. The predominantly industrial nature of the docks will shift over the next 10-20 years to a more balanced and higher value employment offer, well integrated with the existing and emerging neighbourhoods, which opens up the waterfront with increased access to the River Thames and dock water spaces.

General Principles for development across the Royal Docks

- Development of uses that maximise employment opportunities and ensure the deliverability of jobs;
- Development that makes the most of the unique water spaces of the Docks including creating activity on and near the water;
- High quality architecture and landscape architecture;

- Creation of readily identifiable, connected and integrated places where people will choose to live, work and stay;
- Development of a legible and permeable street grid to a walking scale;
- Public accessibility through the sites and along and to the waterfront;
- Taller buildings may be appropriate within the Royal Docks subject to proximity to high volume public transport links, impact on heritage assets and views and height restrictions related to London City Airport (generally the maximum permitted height is 50 metres subject to location but potential developers are recommended to have early discussions with the airport),
- Noise mediation to mitigate impacts from London City Airport and Crossrail;
- Improved pedestrian/cycle routes to surrounding areas and transport hubs;
- Major developments will need to meet requirements for sustainable design and construction (residential – Code for Sustainable Homes ‘Level 4’, commercial – BREEAM ‘Very Good’);
- Local energy generation and district heating to be encouraged throughout the area with major developments being required to link to existing networks or demonstrate how the design makes provision for future connection. Major development proposals should select energy systems in accordance with the following hierarchy:
 - connection to existing heating or cooling networks;
 - Site wide CHP network;
 - Communal heating and cooling

Silvertown Quays

One of the most significant development opportunities in the Royal Docks, offering the potential for a genuine mixed-use development combining employment, leisure and residential uses in a stunning waterside setting:

- To include a significant proportion of employment use, that would be expected to generate a high density of jobs per square metre of floor-space, making the most of the proximity of the Crossrail Station at Custom House (from 2018).
- Development should make a significant contribution to the visitor experience of the Royal Docks through leisure, culture and hospitality uses, building on the emerging visitor attraction cluster at the western end of the Docks (ExCeL, proposed Cable Car to Greenwich Peninsula, Siemens exhibition centre, proposed ‘floating village’ meanwhile use and SS Robin heritage ship in Royal Victoria Dock);
- Leisure uses should relate to the water space (subject to City Airport Public Safety Zone guidance on appropriate uses) and public access to, and along, the dock edge should be provided;
- Residential development would be typically medium rise comprising a mix of flats and maisonettes including family and small households. The target for family accommodation is 40% of the proposed units.
- New residential development should form part of a wider emerging neighbourhood at West Silvertown (including adjacent major development sites at Minoco Wharf and Barrier Park East). New local shops and services should be located

appropriately to serve not just Silvertown Quays residents but the wider neighbourhood.

- Enhanced pedestrian/cycle connections to Thames Barrier Park and Pontoon Dock Docklands Light Railway (DLR) station to the south, and across Royal Victoria Dock to ExCeL/Custom House to access the new Crossrail station by 2018.

Mini Competition Stage 1

GLA London Development Panel
OJEU Notice 2012/S 69-113942

Expression of Interest for
Silvertown Way, Canning Town, London

This Expression of Interest has been issued by the Greater London Authority
as the first stage of the tender process for the selection of a
Delivery Partner for Silvertown Way



Client contact details:

██████████
██████████@tfl.gov.uk
██████████

Deadline for return of confirmation of interest: 5pm Tuesday 1st April 2014

1. Introduction

The GLA would like to present the LDP with a development opportunity in the London Borough of Newham for 2.1 ha of vacant and cleared land.

The Mayor of London has publically expressed his desire to encourage institutional investment in the private rented sector as a way to increase the supply and choice of housing in the capital. The Mayor's draft Housing Strategy sets out that, where appropriate, he will seek to use his land assets to encourage institutional investment in the private rented sector and improvements in the design and management of this tenure. Silvertown Way is now prepared to go out to the market, with the intention of delivering a significant number of Private Rented Sector homes.

The site presents the prospective bidder with an exciting opportunity to create a high quality development and to create a sustainable community in Canning Town and Custom House where new and established residents and businesses choose to live work and stay.

2. Background

The Deputy Mayor for Housing, Land and Property, responsible for the Mayor of London's statutory housing strategy, has identified a number of Greater London Authority Property (GLAP) owned sites that, this year, the GLA will be seeking a development partner to deliver.

The recent consultation draft of the Mayor's London Housing Strategy outlines the requirement to deliver an appropriate mix of tenure in the supply of new homes that will aim to meet the challenging requirements of London's continued growth over the coming years. The Mayor particularly looks to support the Private Rented Sector in offering more available choice in this area of the market. Specifically, this includes a better quality product through purpose-built rental homes and an improved overall experience of tenants by introducing quality standards through the London Rental Standard (LRS).

In particular the strategy also calls to identify sources of new funding from institutional investment to accelerate and increase the supply of housing. A strong focus is also emphasised in the delivery of available land working to support the London Plan Opportunity Areas where development sites can accommodate the greatest amount of development and growth potential.

3. The Site

Silvertown Way is located in Canning Town. Prior to 2009, the site consisted of part derelict and part occupied poor quality commercial units within a long, thin, stretch of land approximately 2.1 ha. The business activities that previously occupied the site consisted of a mix of vacant buildings, a former petrol filling station, storage yards, a hand car wash, old depots, garages and areas of fly tipped waste.

The area was residential prior to 1869 and was partly cleared during the 1950's. The site was then redeveloped for commercial and light industrial use. In 2008 general demolition works were undertaken at the site which included all pre-existing built development with the exception of highway infrastructure underlying services.

The site is effectively bounded by road or rail infrastructure on all sides: bound to the west by Victoria Dock Road and the Docklands Light Railway and to the east by Silvertown Way. In addition, five smaller roads cross the site in an east to west direction joining Silvertown Way with Victoria Dock Road. Permanent road closures were secured for roads within and adjacent to the site including (from the north) Sabbarton Street, Hallsville Road, Victoria Dock Road, Brunel Street, George Street, Willian Street and Nelson Street.

Opposite the middle of the site on the other side of Silvertown Way lies a Holiday Inn Express hotel and a mixed-use development called The Sphere. Further east, a small industrial estate separates Silvertown Way from an area of post-war local authority housing.

The site is highly visible but its redevelopment will require an intelligent response to its shape, accessibility and proximity to major infrastructure.

4. Planning Overview

Canning Town and Custom House is going through a period of transformation. Bidders should therefore have regard to the emerging character and recently consented schemes in the area. Along with current and emerging planning policy and guidance in developing a viable market appropriate proposal for the site

4.1 The Development Plan

The Local Development Plan comprises of:

- Newham Core Strategy (adopted January 2012);
- London Borough of Newham Unitary Development Plan (adopted June 2001, policies saved by the Secretary of State in 2007 and not deleted on adoption of the Core Strategy on 26th January 2012), and;
- The London Plan, Spatial Development Strategy for Greater London (adopted July 2011).

Consideration must also be given to the National Planning Policy Framework (March 2012), being a material consideration in decisions on planning applications.

Newham's Core Strategy was adopted on the 26th January 2012 and provides the overarching local planning policy for the borough. It is also linked to the wider London vision presented by the London Plan. The Core Strategy provides a series of spatial and thematic objectives. The spatial policies draw out the spatial implications of the thematic policies, and therefore, both sets of policies should be used comprehensively and together, alongside the information in the Appendices, and the Proposals Map.

Core Strategy Strategic Site 17 - Silvertown Way West

The Core Strategy identifies 'Silvertown Way West' (S17) as a strategic site within the wider 'Canning Town and Custom House' area. Policy S17 states that the site is appropriate for:

"Mixed use comprising residential, and business, with commercial units and higher density residential facing the street within the town centre boundary, and business uses extending to face units under arches in Peto Street North). Connectivity to the main town centre and the rest of Canning Town needs to be addressed, together with amenity impacts of traffic. Indicative residential typology – medium density, medium family"

<https://www.newham.gov.uk/Documents/Environment%20and%20planning/CoreStrategy2004-13.pdf>

4.2 Town Centre Boundary

The northern part of the site (north of George Street) falls within the Canning Town Centre boundary. As such, Core Strategy Policy SP6 (Successful Town and Local Centres) is relevant.

4.3 Canning Town & Custom House Supplementary Planning Document (SPD)

The Canning Town and Custom House Supplementary Planning Document (SPD) sets out principles and standards to guide future development in Canning Town and Custom House. It was adopted by the Council on the 17 July 2008. Silvertown Way West is identified within this document as Area 8. However, it should be noted that certain provisions in the SPD have been superseded by the Core Strategy.

4.4 Current Schemes in the Area - Town Centre and Bouygues Scheme

Area 7 & 1c (11/00662/LTGDC) 5.92 ha will play an important catalytic role at the heart of the regeneration for the Canning Town and Custom House area. The vision is for a vibrant, accessible, and safe Town Centre characterised by a mix of modern and independent shops, attractive public spaces, a lively evening economy, quality homes and successful businesses. The intention is to create a new sustainable Town Centre that promotes growth and investment for the entirety of Canning Town.

4.5 Rathbone Market and Fife Road Regeneration

In addition to the Town Centre development proposals the Council has given planning consent to a number of other developments within the Canning Town and Custom House Regeneration area. Further details on these two development proposals can be found at:

<https://www.newham.gov.uk/Pages/ServiceChild/Regenerating-Canning-Town-and-Custom-House.aspx>

4.6 Caxton Street North and Custom House

The Council has recently granted planning consent (13/01461/FUL) with regard to the site immediately to the east of the Silvertown Way flyover on Caxton Street North (the Goswell Bakery/Moss Electrics site, or Area 12 in the SPD).

A short distance to the east but of note due to the arrival of Crossrail is Custom House, a local centre. The Council is currently reviewing its aspirations for this location, and how the area should respond spatially and economically to the arrival of Crossrail.

5. The Development Opportunity

5.1 Delivery Requirements

The site is intended to deliver a mixed-use development and the GLA is now seeking a development partner with suitable experience, capacity and resource to procure the site. The following delivery requirements/ key principles for the site are as follows:

- A development partner and associated project team with the relevant experience and expertise of delivering mixed use developments within similar locations and within similar project constraints;
- A development partner with experience and expertise to deliver a high proportion of private rented homes;
- A development partner with the ability to provide a quality and efficient management proposition for the homes and guaranteed minimum 10 year hold period for the private-rented homes;
- A high standard of design quality including compliance with the Mayors London Housing Design Guide (LHDG) and a BREEAM rating of Very Good with an aspiration to meet the "Excellent" standard for any commercial development;
- Approx 10,000 sq m non-residential floor space (e.g. hotel etc.) to be provided within the development and accompanying explanation in regards to its deliverability and the markets appetite.
- A development partner with an understanding of the local context, market and approach to delivery including connections to Canning Town Station and connections from the site to the Limmo Site (Area 9). As well as opportunities to establish connections beyond the Limmo site.
- To the west an area should be safeguarded for a bridge within the development;
- Approx. one third private for sale, one third private rented sector and one third affordable housing (to include a minimum requirement of 35% affordable housing based on habitable rooms) to be provided with a broad range of tenure mix and sizes;
- A proportion of family housing in line with the required mix of housing for the area (medium family would be 30%)

6. Procurement and Programme

The procurement process is expected to consist of three stages.

6.1 Indicative Procurement Programme

Stage	Timing
Initial expressions of interests to be returned	Tuesday 1 st April 2014
Sifting brief sent out	Wednesday 2 nd April 2014
Sifting brief returns	Thursday 17 th April 2014
Select Panel Members invited to tender	Thursday 1 st May 2014
ITT return	Monday 16 th June 2014
Confirmation of selected bidder	July 2014

7. Terms

By issuing this expression of Interest, the GLA is in no way committed to awarding any contract and reserves the right to cancel the tendering process at any point. The GLA shall not be liable for any costs resulting from any cancellation of this tendering process nor for any other costs incurred by those expressing an interest in or tendering for this opportunity.

The selected member of the Delivery Partner Panel will enter into one of the model legal agreements drawn up by the GLA and deliver the site in accordance with the legal agreement. These particulars are set out as a general outline only for information and guidance of intending purchasers only. Interested parties must satisfy themselves or otherwise as to the correctness of these details