

This is a published notice on the Find a Tender service: <https://www.find-tender.service.gov.uk/Notice/041874-2025>

Tender

Royal Albert Dock Master Development Partner

Greater London Authority (GLA)

UK4: Tender notice - Procurement Act 2023 - [view information about notice types](#)

Notice identifier: 2025/S 000-041874

Procurement identifier (OCID): ocds-h6vhtk-052af0 ([view related notices](#))

Published 22 July 2025, 10:28am

Scope

Reference

WS2556138112

Description

This notice is to inform the market of an upcoming procurement of an innovative Master Development Partner ("MDP") to deliver a transformational and comprehensive major mixed-use development at Royal Albert Dock (the Site).

Located in the London Borough of Newham, this 30-acre (12-hectare) site offers up to 400,000 sqm of development potential at the heart of the Royal Docks - the Mayor of London's largest regeneration project.

GLA Land and Property Ltd.'s ("GLAP") ambition is to create a vibrant and sustainable new neighbourhood through a Master Development Agreement ("MDA") with an MDP who can shape and deliver a bold long-term and mixed-use vision.

The MDP will be responsible for delivering a place-led masterplan, securing planning and funding, enabling infrastructure, and driving forward both direct and partner-led

development, managing an end-to-end process.

The MDA will be designed to support the realisation of the Project Vision, Strategic Objectives, and Minimum Requirements. The MDA will enable the MDP to drive major mixed-use development at pace, with a focus on placemaking, sustainability, and value creation through a comprehensive and phased delivery approach.

It will be structured to support flexibility and agility, whilst also ensuring an appropriate level of financial return, control, and strategic influence for GLAP.

More information about the opportunity is set out in the associated tender documents, including the Procurement Specific Instructions and Project Brief and associated documents which can be accessed via TfL's SAP Ariba procurement portal.

GLAP undertook early market engagement, details of which were set out in the Prior Information Notice (PIN) published on 7 March 2024, notice identifier: 2024/S 000-007325.

GLAP undertook further targeted preliminary market engagement ("PME") in April 2025 with a subset of respondents. The purpose of the PME was to update the market, seek feedback on the more developed commercial principles of the MDP structure, and test the revised principles.

The documents issued to participants and a summary report setting out the outcomes of the engagement are available on the TfL's procurement portal.

Total value (estimated)

- £3,000,000,000 excluding VAT
- £3,600,000,000 including VAT

Above the relevant threshold

Contract dates (estimated)

- 17 December 2026 to 17 December 2046
- Possible extension to 17 December 2056

- 30 years, 1 day

Description of possible extension:

The initial term of the MDA contract is 20 years from contract commencement, with an option for GLAP to extend for additional 10 years in total. Completion of any delivery activities may continue to take place after the MDA contract has expired.

Options

The right to additional purchases while the contract is valid.

Connaught North - Adjacent to the Site's western boundary lies Connaught North - a further 10-hectare zone with an indicative development capacity of approximately 80,000 sqm. Connaught North forms part of the Sites wider western context and is identified in the London Borough of Newham's emerging Local Plan as part of Strategic Site Allocation N3.SA1: Royal Albert North. The land is held freehold by both GLAP and LBN, with leasehold interests also present - most notably held by Excel London.

Connaught North has been earmarked for regeneration and may represent a future, secondary opportunity to expand and deliver additional development as part of the Project. It is, however, outside the Project's core scope, but GLAP reserves the right to include Connaught North as part of a potential later phase (the "Connaught North Option"). Inclusion and subsequent exercise of the Connaught North Option will depend on several factors, including overall performance of the MDP, agreement on a preferred development scenario, vacant possession, viability testing, landowner agreement, and highways authority consent. Development is predicated on significant highways works to downgrade and reconfigure the local adopted road network to create new development parcels.

GLAP is in active discussions with LBN and Excel London regarding how Connaught North could be brought forward in connection with the wider Project and combined with Royal Albert Dock as a single site. Further information will be shared with Tenderers as it becomes available. For the avoidance of doubt, Tenderers should assume that the Connaught North Option does not form part of the Project objectives or procurement scope.

Main procurement category

Services

CPV classifications

- 70000000 - Real estate services

Contract locations

- UKC - North East (England)
- UKD - North West (England)
- UKE - Yorkshire and the Humber
- UKF - East Midlands (England)
- UKG - West Midlands (England)
- UKH - East of England
- UKI - London
- UKJ - South East (England)
- UKK - South West (England)

Participation

Legal and financial capacity conditions of participation

The first stage of the procurement process will require interested parties to complete and return a Procurement Specific Questionnaire ("PSQ").

GLAP will evaluate PSQ Responses received in accordance with the PSQ criteria and

methodology set out in PSQ Appendix A.

There will be an economic and financial standing assessment during the participation stage. More information is set out in the Procurement Specific Instructions.

Technical ability conditions of participation

Suppliers will be required to provide responses to several case study questions at the participation stage, which are intended to assess suppliers' technical ability.

Responses to the case study questions will be evaluated with a view to inviting the four highest scoring suppliers that have passed all the requirements in Part A and Part B of the Procurement Specific Questionnaire to participate in the next stage. GLAP reserves the right to shortlist up to five suppliers if the gap between the total score achieved by the fourth and fifth placed suppliers is 2% or less following evaluation of PSQ responses.

The Participation requirements are summarised below

Part 1

1 - Core Supplier Information

Part A - Preliminary Questions

Part B - Confirmation of Core Supplier Information - Information and Exclusion Grounds (Pass or Fail)

Part 2

2 - Additional Supplier Information

Part A - Associated Persons - Information and Exclusion Grounds (Pass or Fail)

Part B - List of intended sub-contractors Information Exclusion Grounds (Pass or Fail)

3 - Part A Conditions of Participation

Economic and Financial Standing - Pass/Fail

Insurances - Pass/Fail

Supply Chain Diversity Prompt Payment - Pass/Fail

Modern Slavery - Pass/Fail

Equality, Diversity & Inclusion - Pass/Fail

Safety, Health and Environmental (SHE) - Pass/Fail

GLAP & TFL Policies - Pass/Fail

3 - Part B

Conditions of Participation Case Studies - Technical & Professional Capacity Score & Weighted 100%

Vision: working up and securing consent for a transformational masterplan - Score & Weighted 40%

Delivery: delivering major urban mixed-use development with the public sector - Score & Weighted 50%

Value: delivering economic, social and environmental value - Score & Weighted 10%

Submission

Enquiry deadline

28 August 2025, 5:00pm

Submission type

Requests to participate

Deadline for requests to participate

12 September 2025, 2:00pm

Submission address and any special instructions

The sourcing event will be managed using the e-procurement platform, SAP Ariba Business Network. In order to receive access to the sourcing documents and participate in the first stage of the procurement process (PSQ), applicants must be registered on SAP Ariba.

Applicants are required to respond to all sections of the PSQ and must submit responses in accordance with the instructions and response deadline stated.

Each response must be submitted electronically via the SAP Ariba portal. Instructions for accessing SAP Ariba Business Network and the procurement documents:

To access the event documents on SAP Ariba Network, potential applicants should:

- Step 1: Visit the SAP Ariba Business Network platform using the following link:

<https://service.ariba.com/Supplier.aw>

- Step 2: If new to SAP Ariba Business Network, click 'Register Now' and create a standard SAP Ariba account by providing the requested company and administrator information and providing a password which contains a capital letter, a number and a special character; or If already an account holder on SAP Ariba Business Network, log in using your log in details.

Those who are already registered as a TfL Supplier on SAP Ariba Business Network, will still need to follow Step 5 below in order to be added as a participant.

Please note, if new to SAP Ariba Network, the SAP Ariba platform may ask you to review and check for duplicate accounts that others in your business may have set up previously. If there are duplicate accounts, either contact the relevant account administrator using the SAP Ariba Network functionality or if you require a separate account for access to TfL procurements then please select 'back' and select 'continue account creation'.

Step 3: Confirm your email address once the confirmation email has been sent.

Step 4: Confirm in the SAP Ariba Network platform what type of goods/services you supply.

Step 5: Send an email to adwoaowusu-banahene@londonlegacy.co.uk

with the information from Steps 2 to 4 including your Business Network ID (ANID) and the respondent's company name, username and administrator email.

Step 6: Use the unique link in the invitation email to access SAP Ariba.

Step 7: The link will navigate to Ariba Business Network and prompt you to enter your login credentials, use the one you have created or the existing Ariba Network username and password.

Step 8: When you have access to the Proposals and Questionnaires dashboard page on SAP Ariba, click on the 'Intend to Participate' icon to complete your registration for against the contract opportunity.

Step 9: On the main menu bar at the left-hand side of the website click the 'All Content' option to see all documentation.

Prospective respondents must follow the instructions in the PSQ when completing and submitting a response to the PSQ.

Supplier Registration on SAP Ariba Business Network Help Page:

https://help.sap.com/docs/ARIBA_NETWORK_SUPPLIERS/ddd75910f67b4212b1c83f9d68cd2f01/de32f3eaf0181014be26e0d2a68be9ef.html. If you have any queries regarding your registration, please email: Ariba_Supplier_Enablement@tfl.gov.uk

Tenders may be submitted electronically

Yes

Languages that may be used for submission

English

Award decision date (estimated)

16 September 2026

Award criteria

Name	Description	Type	Weighting
Quality	Technical and Legal Requirements	Quality	62.5%
Price	Commercial Requirements	Price	37.5%

Other information

Description of risks to contract performance

GLAP may also modify any Master Development Agreement and any associated contract in accordance with Section 74 (Modifying a Public Contract) and Schedule 8 of the Procurement Act 2023.

This includes circumstances in which GLAP considers that a known risk has materialised otherwise than as a result of any act or omission of the contracting authority or supplier and, because of that fact, the contract cannot be performed to the satisfaction of GLAP.

To this end,

GLAP has identified the following known risks for which it may modify the MDA and any associated contract in the event of the risk materialisation and material impact on delivery of the project in accordance with paragraphs 5-7 of Schedule 8:

- Access and rights over third-party land impacting GLAP's ability to develop a small proportion of the Site;
- General Site constraints and characteristics impacting overall deliverability (such as ground conditions, dock walls, utilities, Aerodrome safeguarding and ecological considerations etc.);

Conflicts assessment prepared/revised

Yes

Procedure

Procedure type

Competitive flexible procedure

Competitive flexible procedure description

The first stage of the procurement process will require interested parties to complete and return a PSQ Response. GLAP will evaluate PSQ Responses received in accordance with the PSQ criteria and methodology set out in PSQ Appendix A.

The four highest ranked and compliant Applicants will be invited to the ISOS stage. However, GLAP will invite fewer Applicants to the ISOS stage if fewer than four Applicants meet the minimum participation conditions set out in the PSQ Appendix A.

In addition, GLAP reserves the right to shortlist up to five suppliers if the gap between the total score achieved by the fourth and fifth placed suppliers is 2% or less following evaluation of PSQ Responses.

The ISOS stage will provide an opportunity for Tenderers to provide their initial Outline Solutions for the opportunity. Outline Solutions submitted by the Tenderers will be evaluated against the evaluation criteria set out in the ISOS instructions that will be issued at the start of the ISOS stage.

GLAP will shortlist a maximum of three Tenderers to participate in the Invitation to Participate in Dialogue (ITPD) stage. Details of the shortlisting methodology will be set out in the ISOS instructions.

During the ITPD stage, Tenderers will be invited to individual meetings which will focus on identifying and defining the solutions best suited to satisfying GLAP's requirements, including by testing deliverability, driving greater value for money, testing assumptions and risk, and ensuring appropriate allocation of risk.

The Invitation to Submit Final Tender stage (ISFT) will begin when GLAP is able to identify solutions that are capable of acceptance. The ISFT will set out instructions for the preparation, submission and evaluation of Final Tenders.

Following evaluation, GLAP intends to hold a "preferred bidder" stage with the Tenderer who submitted the most advantageous tender to finalise, clarify and confirm commitments made.

Interested parties should refer to "Section 2: Procurement Process" of the Procurement Specific Instructions, issued via the TfL's SAP Ariba procurement portal for further details.

More details about the contract requirements will be provided to Tenderers at the ISOS stage. For example, GLAP is still considering its approach to several issues, including key performance indicators (KPIs).

As regards KPIs, GLAP is considering the extent to which supplier performance can be assessed appropriately by reference to KPIs such that KPIs should be included in the MDA. Once a position on KPIs has been reached, it will be communicated in due course to any suppliers remaining in the procurement.

Applicants are reminded that GLAP may modify the terms of this document and other associated tender documents in accordance with Section 31 (Modifying a Competitive Procurement) of the Procurement Act 2023.

GLAP may refine the award criteria in accordance with Section 24 (Refining Award Criteria) of the Procurement Act. In this context, there will be differences between the award criteria applied when assessing Outline Tenders and Final Tenders.

GLAP may also refine the award criteria to be applied to Final Tenders after carrying out dialogue with suppliers.

GLAP may also modify any Master Development Agreement and any associated contract in accordance with Section 74 (Modifying a Public Contract) and Schedule 8 of the Procurement Act 2023. This includes circumstances in which GLAP considers that a known risk has materialised otherwise than as a result of any act or omission of the contracting authority or supplier and, because of that fact, the contract cannot be performed to the satisfaction of GLAP.

To this end,

GLAP has identified the following known risks for which it may modify the MDA and any associated contract in the event of the risk materialisation and material impact on delivery of the project in accordance with paragraphs 5-7 of Schedule 8:

- Access and rights over third-party land impacting GLAP's ability to develop a small proportion of the Site;
- General Site constraints and characteristics impacting overall deliverability (such as

ground conditions, dock walls, utilities, Aerodrome safeguarding and ecological considerations etc.);

Documents

Associated tender documents

<http://www.insertSAPAribainstructions.com>

Documents to be provided after the tender notice

The sourcing event will be managed using the e-procurement platform, SAP Ariba Business Network. In order to receive access to the sourcing documents and participate in the first stage of the procurement process (PSQ), applicants must be registered on SAP Ariba.

Applicants are required to respond to all sections of the PSQ and must submit responses in accordance with the instructions and response deadline stated.

Each response must be submitted electronically via the SAP Ariba portal. Instructions for accessing SAP Ariba Business Network and the procurement documents:

To access the event documents on SAP Ariba Network, potential applicants should:

- Step 1: Visit the SAP Ariba Business Network platform using the following link:

<https://service.ariba.com/Supplier.aw>

- Step 2: If new to SAP Ariba Business Network, click 'Register Now' and create a standard SAP Ariba account by providing the requested company and administrator information and providing a password which contains a capital letter, a number and a special character; or If already an account holder on SAP Ariba Business Network, log in using your log in details.

Those who are already registered as a TfL Supplier on SAP Ariba Business Network, will still need to follow Step 5 below in order to be added as a participant.

Please note, if new to SAP Ariba Network, the SAP Ariba platform may ask you to review and check for duplicate accounts that others in your business may have set up previously. If there are duplicate accounts, either contact the relevant account administrator using the SAP Ariba Network functionality or if you require a separate account for access to TfL procurements then please select 'back' and select 'continue account creation'.

Step 3: Confirm your email address once the confirmation email has been sent.

Step 4: Confirm in the SAP Ariba Network platform what type of goods/services you supply.

Step 5: Send an email to adwoaowusu-banahene@londonlegacy.co.uk

with the information from Steps 2 to 4 including your Business Network ID (ANID) and the respondent's company name, username and administrator email.

Step 6: Use the unique link in the invitation email to access SAP Ariba.

Step 7: The link will navigate to Ariba Business Network and prompt you to enter your login credentials, use the one you have created or the existing Ariba Network username and password.

Step 8: When you have access to the Proposals and Questionnaires dashboard page on SAP Ariba, click on the 'Intend to Participate' icon to complete your registration for against the contract opportunity.

Step 9: On the main menu bar at the left-hand side of the website click the 'All Content' option to see all documentation.

Prospective respondents must follow the instructions in the PSQ when completing and submitting a response to the PSQ.

Supplier Registration on SAP Ariba Business Network Help Page:

https://help.sap.com/docs/ARIBA_NETWORK_SUPPLIERS/ddd75910f67b4212b1c83f9d68cd2f01/de32f3eaf0181014be26e0d2a68be9ef.html. If you have any queries regarding your registration, please email: Ariba_Supplier_Enablement@tfl.gov.uk

Contracting authority

Greater London Authority (GLA)

- Public Procurement Organisation Number: PHGV-7784-TDZZ

City Hall, Kamal Chunchie Way

London

E16 1ZE

United Kingdom

Email: adwoaowusu-banahene@londonlegacy.co.uk

Website: <https://www.royaldocks.london/royalalbertdock>

Region: UKI41 - Hackney and Newham

Organisation type: Public authority - central government

Other organisation

These organisations are carrying out the procurement, or part of it, on behalf of the contracting authorities.

Transport for London

Summary of their role in this procurement: Managing the procurement process on behalf of Greater London Authority as part of the Procurement Shared Service

- Public Procurement Organisation Number: PHMT-6197-NWNZ

5 Endeavour Square

London

E20 1JN

United Kingdom

Email: BSFAribaAdministration@tfl.gov.uk

Region: UKI41 - Hackney and Newham

Contact organisation

Contact Transport for London for any enquiries.