

Greenwich & Festival Pier Development Opportunity

**Early Market Engagement
Exercise: Expression of
interest**



Briefing and Scope

Executive Summary

Transport for London (TfL) are seeking to use our piers in new ways to meet future demand and generate revenue.

Some of our piers are in need of modernisation and we want to reimagine these spaces with private investment to be state-of-the-art passenger spaces, with interesting new brand partnerships. We are looking to enhance the long-term future of our piers, maximise capacity and investigate ways to generate revenue to reinvest into our transport network, including river services.

TfL is looking at innovative ways to unlock investment to enhance or develop London River Service's (LRS) piers.

TfL's vision policy objectives are set out in the Mayor's Transport Strategy and London Passenger Piers Strategy. These documents highlight the desire for TfL to investigate ways to deploy under-used pontoon space at piers for deliveries and other commercial activities, maximising capacity while improving the customer experience. This approach aligns with the Port of London Authority's (PLA) own strategy vision - Thames Vision 2050. This exercise seeks to deliver on the aims of the relevant policy documents, unlocking pier investment.

Festival and Greenwich Piers represent the greatest opportunity for investment given their prominent locations in areas of cultural significance with high passing footfall. Both piers are dated and in need of modernisation. This briefing paper outlines the opportunity for interested parties to express interest in the development of either pier, inviting innovative thinking within the core constraints and restrictions applicable to operating a pier on the Thames.



Introduction

From Hampton Court to Barking Riverside and beyond, the River Thames provides a opportunity to travel through the heart of London in the shadow of some of the capital's most iconic sights. It offers a spectacular journey through London's history onboard River Bus, River Tour, rib and private charter services. The river currently accounts for more than 8 million journeys per year for commuters and tourists alike.

TfL is seeking to engage with the market to explore the opportunity to develop two iconic piers; Festival and Greenwich, using private investment funding. The piers are owned and maintained by TfL and used by a range of river operators providing River Bus and River Tour services as well as rib experiences and private charter services.

This is a unique and exciting opportunity to revitalise two piers and deliver a new and innovative vision for piers in London. Examples of other pier developments include:

- Woods Quay, London: Mooring and private function space
- St. Pauli Piers, Hamburg: Mooring and multi-functional space

The two piers currently operate at a net cost to TfL, we are interested in and welcome discussion on a range of business model proposals (for instance leasehold arrangements with fixed rental incomes, profit sharing, JV models or others) that would allow the piers to be redeveloped while generating income for TfL and a commercial investor.

TfL's policy and vision statements highlight the desire for TfL to investigate ways to maximise capacity at its piers while improving the customer experience and enhancing commercial opportunity, generating a revenue return that will be reinvested into the transport network.

In developing proposals for Greenwich and Festival pier, interested parties should be mindful that piers primary purpose is to facilitate passenger travel on the Thames while meeting the requirements of TfL's partners, stakeholders and river operators.

This document requests information to assist TfL in understanding the potential interest in development of our piers and to help scope and structure commercial opportunities. Information provided will be used to inform TfL in its continued consideration of the nature of any future procurement and development process.



Outcomes & Objectives of Early Market Engagement

Strategic Outcomes

This paper is intended to present the development opportunity and set out TfL's objectives, which include:

- Seeking ideas for the redevelopment or enhancement of Festival and Greenwich Pier
- Test the level of interest from potential investors through early market engagement
- Determine if there is a business case to progress with the project
- Explore options for a range of business models that could generate income for TfL and investors
- Reduce or offset future capital renewal costs through private investment
- Drive greater footfall through the creation of 'destination' piers
- Support TfL's vision through more environmentally sustainable piers

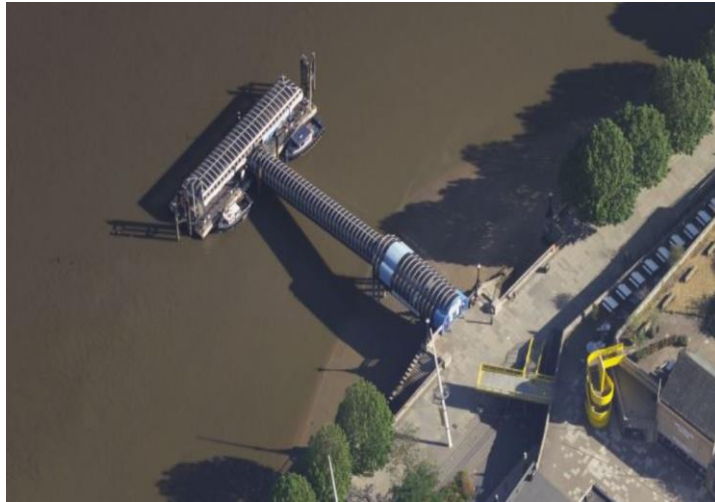
Through achieving these outcomes, this project supports the [Mayor's Transport Strategy](#) (MTS) and [London Passenger Piers Strategy](#) (LPPS). The LRS policy commitments are included in Proposal 72 of the MTS and detailed within the LPPS. These documents set out the ambitions and commitments to maximising the use of the river for transport in a safe and environmentally sustainable way, working closely with key stakeholders and other partners. The PLA policy objectives (Thames Vision 2050) are also endorsed by the Mayor and align with the LPPS.

Points relevant to this paper are included in the LPPS under the following proposals and principles providing further rationale for this market engagement exercise:

- Proposal 3.1 - TfL and the PLA to investigate opportunities at existing piers to maximise capacity
- Proposal 3.2 - TfL and the PLA to encourage the delivery of more privately funded, developer-led piers, particularly in east London through early discussions on new planning applications with local authorities and developers
- Principle 4 - Investigate ways to deploy under-used pontoon space at piers for deliveries and other commercial activities

Pier Details

Festival Pier



Festival Pier is located on the south bank of the river Thames in the London Borough of Lambeth between the Hungerford and Waterloo Bridges. The pier is directly adjacent to the Southbank Centre, comprised of the Royal Festival Hall, Queen Elizabeth Hall, Hayward Gallery and the National Film Theatre.

The pier was constructed in 1951 for the Festival of Britain celebration and was originally located at Battersea Gardens, it was subsequently moved to the south bank. The pier consists of a single 30m floating pontoon secured in place by upper and lower guide piles. It is accessed via a 15m fixed bankseat and 32m movable brow that allows for level access at high tide and 1:12 gradient at low tide.

The pier provides a single 30m berth for passenger vessels on the outside and 2 smaller work boat / inflatable rib berths on the inside. There is a small free-standing prefabricated building which is currently divided and used by 2 river operators for storage of equipment. Current commercial usage of the pier includes:

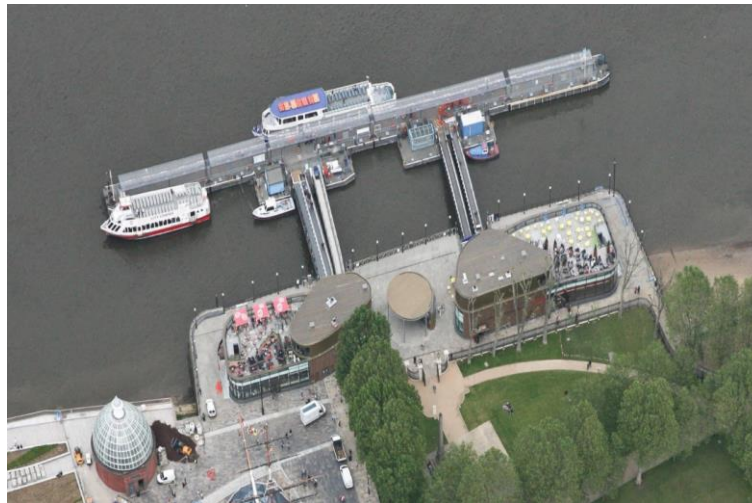
- Scheduled stop for a sightseeing tour service, including ticket office at the pier entrance
- Inside downstream mooring for a workboat
- Inside upstream mooring for a rib operator

Festival Pier receives around 100,000 tourist and leisure visitors each year and there is significant passing footfall due to the central London location. It is in a prime location but the current look and feel of the pier is dated. We are looking for development ideas at Festival Pier to achieve the following aims:

- To improve the look and feel of the pier, not just cosmetically but more profoundly by improving and increasing the facilities at the pier
- Create a space that compliments the adjacent Southbank Centre

- Safeguard and enhance the core operation of the pier as a stop to be served by passenger services

Greenwich Pier



Greenwich Pier is located within the Royal Borough of Greenwich close to the town centre and other culturally significant locations. The pier sits within the boundary of Maritime Greenwich, a UNESCO World Heritage Site containing a number of historic buildings, Greenwich Park and the Cutty Sark.

The pier is comprised of seven separate floating pontoons of various ages with some dating back to the 1920's. The pier is fixed in place using anchor chains rather than fixed piles due to the vicinity of the underground foot tunnel linking Greenwich to the Isle of Dogs. This is the only TfL pier that is retained in this way resulting in the pier structure generating more movement during tidal ebbs and flows. Currently all passengers are queued on the landside area and only brought down onto the pier when vessels arrive.

The pier consists of three 30m berths on the outside for use by passenger vessels and two slightly smaller berths on the inside which are only accessible in certain tidal conditions. It has two separate passenger access points consisting of a pair of brows at the lower end used for separate entrance and egress. At the upper end is a wider 2-way brow used for River Bus passenger access and egress. Current usage of the pier includes:

- River bus and river tour services, including occupancy of a ticket office near the main entrance
- Charter services
- Workboat mooring
- Greenwich Ship Tier tendering

Greenwich Pier receives around 1.1 million passenger journeys each year which is primarily tourism and leisure as well as some commuter footfall. There is also significant passing footfall due to the historic location. It is in a culturally significant location surrounded by historic destinations, yet the current designed layout is not in keeping with other customer attractions in the area. We are looking for development ideas at Greenwich Pier to achieve the following aims:

- To improve the look and feel of the pier, not just cosmetically but more profoundly by improving and increasing the facilities at the pier. Consideration could be given to relocating the pier upstream or downstream to facilitate fixed piles construction methods to improve the stability of the pier
- Create a space that compliments the adjacent World Heritage site
- Safeguard and enhance the core operation of the pier as a stop to be served by passenger services

Further title boundary details for each pier are to be found in Appendix I.

Stakeholder Engagement

Stakeholders

As a guide, some of the relevant stakeholders for the piers are listed as follows:

- Port of London Authority
- London Borough of Greenwich (Greenwich Pier)
- London Borough of Lambeth (Festival Pier)
- Crown Estates
- River operators

Both Festival and Greenwich Piers are owned by TfL however there are a number of statutory authorities with a land ownership interest, as listed above. Respondents are not required to consult with stakeholders at this stage. All stakeholder engagement will be managed by TfL in the first instance.

LRS grants several sub-licences and sub-leases, to third parties, for the use of space at both Greenwich and Festival piers. The impact of any proposed redevelopment on these agreements will need to be considered. Details of the various agreements and the relevant termination provisions can be provided at a later stage as required.

Town & Country Planning

Whilst it is accepted that TfL have some permitted development rights as set out in the [Town and Country Planning \(General Permitted Development\) \(England \) Order 2015](#), it is expected that any proposal taken forward in future stages of this project will be subject to obtaining the necessary planning consent from the relevant Planning Authority, having regard to their policies including those in relation to world heritage sites, views and vistas.

Concept Requirements and Constraints

To aid innovative thinking, TfL has listed a set of requirements in the table below, designed to outline minimum standards and constraints for respondents to consider. This is not an exhaustive list and is to support generation of initial concepts and ideas only.

No.	Festival or Greenwich Pier	Outcome Requirement	Source
REQ01	Both	Provide sufficient berthing and operational space for existing river operators to (at a minimum) maintain the same level of passenger use as offered on the existing pier.	LRS
REQ02	Greenwich	Offer at least four outside berths (three at 35m and one at 50m) and two inside berths (32m) available at all states of tide.	LRS
REQ03	Festival	Offer at least two outside berths (35m) and two inside berths (32m) available at all states of tide.	LRS
REQ04	Both	Offer at least one passenger waiting room per outside berth and covered outside queuing areas.	LRS
REQ05	Both	Be fully accessible at all states of tide, i.e., fully step-free and access brows having a maximum gradient of [1:12] at all states of tide.	LRS
REQ06	Both	Include office and welfare facilities for LRS staff (one pier controller) and sufficient general storage and waste collection provisions.	LRS
REQ07	Both	Consideration for the accommodation of light freight activities, proposals must segregate light freight from passenger services to deliver a safe working environment.	LRS
REQ08	Both	Consideration of carbon reduction initiatives and innovation, including solar panels, electric vessel charging and sewage pump out facilities.	LRS

REQ09	Both	Concepts should factor potential for future growth and expansion opportunities, i.e., pontoons shouldn't be developed such that they cannot be extended in the future if necessary.	LRS
REQ10	Greenwich	Greenwich pier design will include feasible options for improving stability (rather than the existing anchor chains).	LRS
REQ11	Both	There must be no less than 15m from the face of the pier/any new structure to the authorised channel edge. This is a requirement of the PLA.	PLA (Harbour Master)
REQ12	Both	Concepts should be mindful of adjacent moorings and should not be detrimental to the immediate environment.	PLA (Harbour Master)
REQ13	Greenwich	The PLA's existing Greenwich Ship Tier mooring must not be impacted. Vessels of 230 - 240m overall length (LOA) transit to these moorings.	PLA (Harbour Master)
REQ14	Festival	There must be no closure of navigational arches whether due to complete or partial obstruction. Any closure of non-navigational arches must be justified through a Navigational Risk Assessment (NRA).	PLA (Harbour Master)

In the event that an expression of interest or concept is considered a viable option to TfL, further constraints and requirements will be evaluated.

Timetable

Set out below is the proposed timetable. This is intended as a guide and whilst TfL does not intend to depart from the timetable it reserves the right to do so at any stage.

All interested parties are required to return the completed questionnaire by 28 June 2024. Further stages of the project will be communicated at a later date once responses have been received and reviewed.

Terms of Market Engagement

TfL will manage this process in an open and transparent manner to maximise the possible benefits. Participation or non-participation in this early market engagement will not disadvantage or advantage any economic operators ability to participate in any future procurement activity. Direct or indirect canvassing of any TfL employee or agent by any economic operator concerning this requirement, or any attempt to procure information from any TfL employee or agent concerning this questionnaire outside of the formal process described in this document may result in the disqualification of the economic operator from consideration of any future procurement activity.

TfL will not enter into a contract based solely on the responses to this questionnaire and no information contained in this document or in any communication made between TfL and any economic operator in connection with this shall be relied upon as constituting a contract, agreement or representation that any contract shall be offered in accordance with this early engagement.

Information provided will be used to inform TfL in its continued consideration of the nature of any future procurement process. If determined appropriate TfL may at its sole discretion enter into further discussions with respondents.

Freedom of Information

TfL is committed to open government and to meeting its legal responsibilities under the Freedom of Information Act 2000. Accordingly, all information submitted to TfL may need to be disclosed by TfL in response to a request under the Act. TfL may also decide to include certain information in the publication scheme, which TfL maintains under the Act.

If a economic operator considers that any of the information included in their expression of interest is commercially sensitive, it should identify it and explain (in broad terms) what harm may result from disclosure if a request is received, and the time period applicable to that sensitivity.

Economic operators should be aware that, even where they have indicated that information is commercially sensitive, TfL might be required to disclose it under the Act if a request is received.

Economic operators should also note that the submission of material marked 'confidential' or equivalent does not mean that TfL is exempted from its Freedom of Information obligations.

Output

The output of the early market engagement process is as follows:

- Completed questionnaire (link below) for piers of interest
- High level concept with illustrations where appropriate
- Demonstration of the consideration of TfL's strategic objectives, requirements and constraints
- Any clarification questions as required

Economic operators are expected to complete and return a response to sections 1, 2, 3 and 4 in the questionnaire here:

[Transport for London- Greenwich and Festival Pier Development Questionnaire \(office.com\)](#)

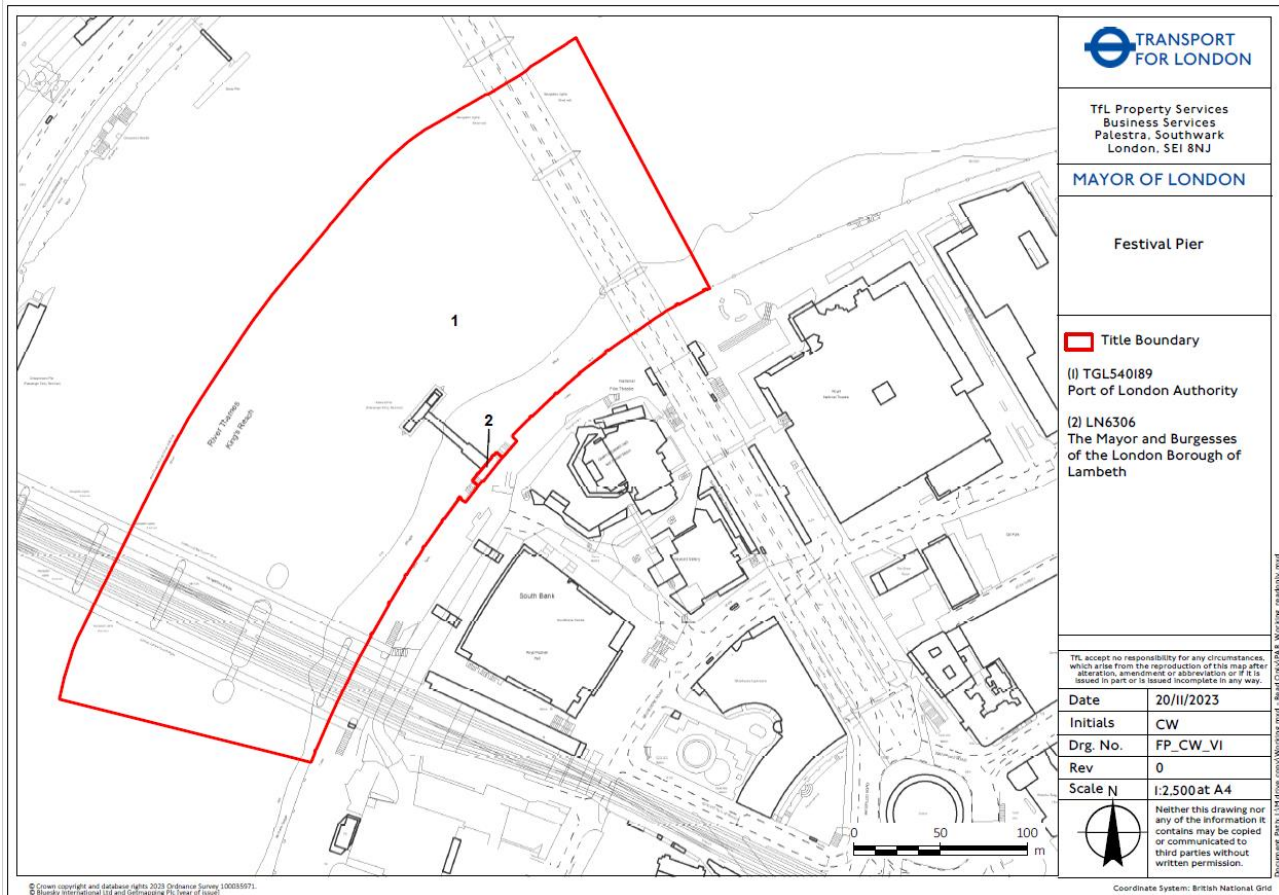
You must submit your completed expression of interest via the questionnaire no later than Noon on 28 June 2024. Drawings and illustrations to support your response can be emailed to Catherine Dilnot as part of the submission (please clearly mark any emails so they can be associated with your submission).

If there are any general queries, please contact Catherine Dilnot – TfL Commercial at;

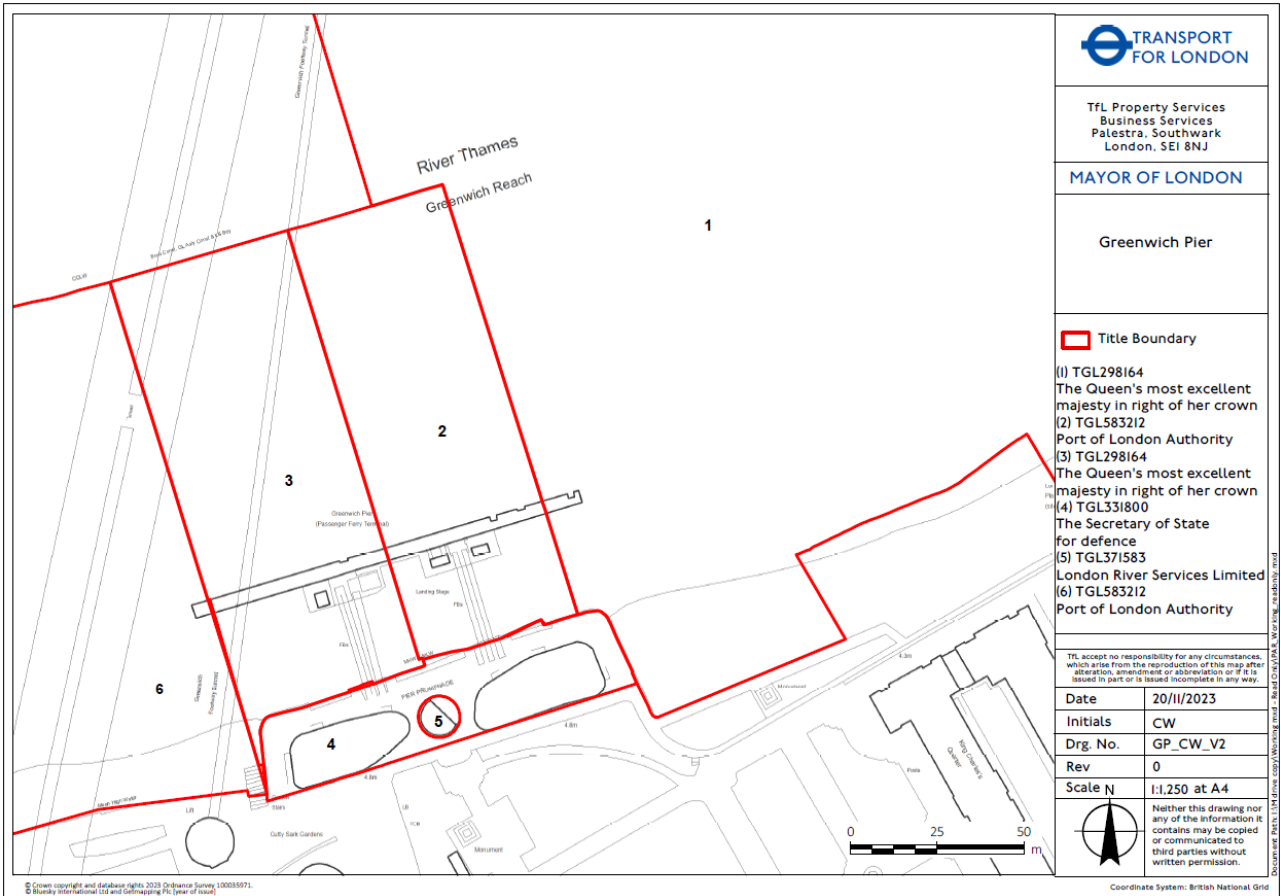
- Email: CatherineDilnot@tfl.gov.uk

Appendix I: Title Boundary Details

Festival Pier title boundary



Greenwich Pier title boundary



TfL Property Services
Business Services
Palestra, Southwark
London, SE1 8NJ

MAYOR OF LONDON

Greenwich Pier

Title Boundary

- (1) TGL298164
The Queen's most excellent
majesty in right of her crown
- (2) TGL583212
Port of London Authority
- (3) TGL298164
The Queen's most excellent
majesty in right of her crown
- (4) TGL331800
The Secretary of State
for defence
- (5) TGL371583
London River Services Limited
- (6) TGL583212
Port of London Authority

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Date 20/11/2023

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