

**Date: 28 June 2023**

**Item: Resourcing**

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## **This paper will be considered in public**

### **1 Summary**

- 1.1 TTL Properties Limited (TTLP) became financially separate from Transport for London (TfL) on 1 April 2022, and it has an established programme, structure and funding. TTLP is poised to significantly shape London's future through investment in existing assets, the development of tens of thousands of new homes and a modern, sustainable office portfolio, and, increasingly, through the delivery of infrastructure (including, but not limited to, transport infrastructure) that will allow the city to grow further.
- 1.2 Resourcing has been flagged to the Committee as a barrier to meeting the wider challenges that TTLP could help to address. This paper proposes a way forward on resourcing that will be subject to further development, including in further sessions with the Committee.

### **2 Recommendation**

- 2.1 **The Committee is asked to note the paper.**

### **3 Context**

- 3.1 There is an opportunity to do more than was envisaged when TTLP was first proposed. Potential new programmes include the Collaboration Agreement with Network Rail. Based on work undertaken to date at sites such as Edgware, there is the clear potential for development above and around several of London's bus garages, the proceeds from which can help to deliver the infrastructure to support a decarbonised bus fleet. There are wider opportunities for land assembly and infrastructure delivery, including in partnership with London's boroughs. In addition, there are good reasons to invest to expand our income and deliver more affordable housing to help meet London's housing crisis.
- 3.2 TTLP has faced challenges in mobilising, leading to decreased maintenance spending and lower capital receipts from disposals. Addressing these challenges remains one of the most pressing issues facing TTLP.

## **4 Recruitment**

- 4.1 The commitment in TTLP's People Strategy to building a talented, motivated workforce that reflects the diversity of London remains fundamental to the organisation. Since the last update to the Committee on resourcing, we have initiated the hiring of a dedicated TTLP resourcing lead, developed a more detailed picture of our recruitment needs, and filled 12 roles, including through internal promotions.
- 4.2 Currently, TTLP's headcount stands at 222. We are in the process of filling 32 additional roles. The remuneration for our most senior operational roles lags behind the market median, in some cases by £100k or more, posing an ongoing challenge, albeit one that we are seeking to mitigate by identifying talented but less experienced individuals who can be developed over time.
- 4.3 While we will continue to progress with the recruitment of permanent resource, we have also been considering other options that offer more flexibility than permanent recruitment. This is critical, given the inherent uncertainty in the workloads progressing from programmes such as the Network Rail Collaboration Agreement, where we and Network Rail are examining the potential from adjacent land ownerships across London. This programme is still at an early stage of development.

## **5 Partnering**

- 5.1 Building on the established practice of partnership working in the real estate sector, TTLP is examining the potential to form long-term partnerships with best-in-class organisations. Any such partnerships will follow a competitive procurement process, delivered either through existing TfL frameworks or, where these are not suitable, through new partnering arrangements.
- 5.2 There are many examples of successful partnership working in public and private sector real estate. Arcadis (supported by Arup and Mott MacDonald) was announced in 2019 as Bristol City Council's strategic partner to aid the delivery of new infrastructure, homes and regeneration across the city in the Council's One City Plan. In another example, Savills is instructed to manage the strategic land portfolio of The Crown Estate, a collection of over 60 sites with a combined capacity to deliver 25,000 homes and five million sq ft of commercial space across England.
- 5.3 We envision any new partnerships to be based on shared values and commitments towards shaping London's future. Benefits would include:
- (a) internal teams better able to focus on core business;
  - (b) partner resource – including world class capability – will be available to overcome capacity constraints;
  - (c) improved scalability and pace of delivery;
  - (d) shortened time to market; and

- (e) greater flexibility and efficiency.
- 5.4 We would expect partners to commit to our strategies, including sustainability and diversity and inclusion. We would also expect these partnerships to actively support the development of our TTLP people, including through shared training, secondments and mentoring.
- 5.5 As part of the further development of this concept, we will consider how to determine which activities will be best delivered in partnerships. Considerations will include:
- (a) competence, capability and capacity in the TTLP business;
  - (b) cost effectiveness, quality and control; and
  - (c) scalability, flexibility and speed.
- 5.6 Retaining a significant in-house capability that can act as an 'intelligent client' will be critical to the success of this endeavour. Similarly, a robust contract management capability will be important, and we will prioritise putting this in place.
- 5.7 Establishing new partnerships will take up to 12 months. In the interim, we will continue recruitment into business-critical roles to ensure delivery of our plans and commitments for 2023/24.

**List of appendices to this report:**

None

**List of Background Papers:**

None

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