

# **Transport for London**

## **Minutes of the Land and Property Committee**

**Paddington Room, 11th Floor, Palestra,  
197 Blackfriars Road, London, SE1 8NJ  
2pm, Tuesday 1 October 2024**

### **Members**

Anurag Gupta (in the Chair)  
Arthur Kay  
Anne McMeel  
Sara Turnbull

Lyn Garner, Chief Executive Officer, London Legacy Development Corporation

### **Executive Committee**

Alex Williams                      Chief Customer and Strategy Officer

### **Places for London Limited Leadership Team**

Graeme Craig	Director and Chief Executive Officer
Mark Farrow	Director of Strategy and Planning
Lester Hampson	Property Development Director
Daniel Lovatt	Director of Asset Management
Digby Nicklin	Chief Finance Officer
Lisa-Jane Risk	Head of Operations

### **Staff**

Karen Bain	Project Assurance Review Manager
Justine Curry	Interim Director of Legal
Margaret Deegan	Head of Property and Planning Law
Lorraine Humphrey	Director of Risk and Assurance
Benjamin Lyon	Governance Lead, Places for London
Sue Riley	Secretariat Officer

### **Independent Investment Programme Advisory Group (IIPAG)**

Ray Christopher	Chair, IIPAG Places for London Sub-Group
Peter Cornforth	Member, Places for London Sub-Group

### **Special Advisors to the Places for London Leadership Team**

Sherin Aminossehe  
Peter Vernon

## **32/10/24 Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from Professor Greg Clark CBE and Marie Pye. Anurag Gupta would Chair the meeting. The meeting was quorate.

Questions submitted by Marie Pye would be raised during the meeting and a written response sent. The Chair welcomed everyone to the meeting, including new Committee Members Arthur Kay and Sarah Turnbull.

He also put on record his thanks to Dr Nina Skorupska CBE, who served as Vice-Chair, and had made a valuable contribution to the work of the Committee.

The meeting was broadcast live to TfL's YouTube channel, except for the discussion of the information on Part 2 of the agenda, which was exempt from publication, to ensure the public and press could observe the proceedings and decision making.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with the appropriate member of the Executive Committee after the meeting.

## **33/10/24 Declarations of Interests**

Members confirmed their declarations of interests, as published on [tfl.gov.uk](https://tfl.gov.uk), were up to date and there were no interests to declare that related specifically to items on the agenda.

Since the last meeting of the Committee Anne McMeel had been appointed to the Board of the Houses of Parliament Restoration and Renewal Delivery Authority, the National Crime Agency, and the Board of the Rail Safety and Standards Board.

## **34/10/24 Minutes of the Meeting of the Committee held on 3 July 2024**

**The minutes of the meeting of the Committee held on 3 July 2024 were approved as a correct record, and the Chair was authorised to sign them.**

## **35/10/24 Matters Arising and Actions List**

Justine Curry introduced the item, which set out progress against actions agreed at previous meetings of the Committee.

There had been no use of Chair's Action or Delegated Authority since the last meeting.

**The Committee noted the updated actions list.**

## **36/10/24 Chief Executive's Report**

Graeme Craig introduced the report, which provided an overview on major issues and developments since the meeting of the Committee on 3 July 2024.

TfL was reviewing all the recommendations from the Grenfell Tower Inquiry report.

It was confirmed that a preferred bidder had been announced for the joint venture to facilitate investment into electric vehicle charging infrastructure, with approval of the joint venture subject to the Committee's approval. They would be required to meet the highest standards of inclusive accessibility and design, including adequate parking bay widths, level paving, legible markings and suitable lighting. It was anticipated that retail and ancillary services would be provided alongside the charging hubs, which would ensure that users never felt unsafe or isolated.

The recent appointments to key posts would ensure that Places for London benefited from adequate skills set to manage the range of complex, commercial joint ventures.

Future joint venture arrangements would be entered on a pan-TfL basis to ensure capacity and resilience within Places for London.

The Skills Academy actively targeted women and girls and other under-represented groups in the construction industry through courses and events, including working alongside the London Legacy Development Corporation. It was important to also tackle the culture of the construction industry itself.

**The Committee noted the report.**

## **37/10/24 Finance Report – Period 5, 2024/25**

Digby Nicklin introduced the summary of financial performance results to the end of period 5, 2024/25.

The Savills review would be submitted to the next meeting and highlight any themes or systematic obstacles to Places for London achieving its housing targets and would also be shared with the Mayor and the Greater London Authority.

**The Committee noted the report.**

## **38/10/24 Places for London Performance Report**

Graeme Craig, Lisa-Jane Risk, Digby Nicklin, Daniel Lovatt, Lester Hampson and Mark Farrow introduced the report, which provided an update on market context, health and safety, financial performance, operational performance, project updates and understanding of Places for London's impact.

Members would be invited to the next Health and Safety Standdown event.

**[Action: Lisa-Jane Risk]**

A range of remedial actions were taken to address health and safety non-compliance by tenants, in a risk based approach, including support and advice, escalation and potentially termination of lease.

Any asbestos findings were added to a central TfL database of asbestos, which was regularly updated with real time information. The Director of Risk and Assurance was scheduled to be carrying out a review of asbestos management.

It was agreed that future health and safety compliance reporting would include breakdown of incidents by area and responsibility. **[Action: Lisa-Jane Risk]**

Joint venture partners were encouraged to share knowledge and best practice across all areas of performance.

It was anticipated that rent arrears would reduce to five per cent once a significant rent review payment had been resolved. Debt over £40,000 constituted £3.4m (62.9 per cent) of all arrears.

An update was provided on a successful Customer Services Conference, which Sara Turnbull had also attended.

A number of key developments were being realised, including BoxPark sites and the opening of Victoria Arcade.

The acquisition of land at Bank Station was to provide high quality office accommodation in a key location, which had proven to be in demand.

Land transfers to joint ventures were made at full value, including equity and capital.

A note on student accommodation and affordable housing funding would be circulated. **[Action: Secretariat]**

The previous reports on Financial Metrics (20 December 2023 meeting) would also be circulated. **[Action: Secretariat]**

It was agreed that future reports would include projected and actual property completion dates. **[Action: Lester Hampson]**

Further information on Platinum Office Joint Venture and a potential Chair's Action would be provided. **[Action: Lester Hampson/Secretariat]**

The Director of Strategy and Planning paid tribute to the Head of Environmental, Social and Governance who had developed the ESG strategy for Places for London. An inclusive growth plan was being developed and would be monitored and reported to future meetings.

The decline in colleague scorecard measures by disability and faith was due to an internal re-structuring programme within TfL. Staff remained within the organisation but no longer reported to Places for London.

Government financial support for London Fire Brigade testing required for the Edgware Road site was being sought as it would be national research resource for similar sites across the UK.

**The Committee noted the report and the exempt supplementary information on Part 2 of the agenda.**

### **39/10/24 Places for London Assurance Update**

Lorraine Humphrey introduced the item, which provided an update on progress with assurance activity during Quarter 2 of 2024/25 (23 June to 14 September 2024). Ray Christopher presented the Independent Investment Programme Advisory Group reports.

Challenges across all developments, including Edgware Road and South Kensington station improvements remained.

IIPAG would continue to focus on Places for London's housing delivery and operational model. An updated Business plan would need to reflect the findings of the Saville report, scenario analysis and the updated operating model.

It was agreed that the monthly capital expenditure reports of the Property Development Director and the Director of Asset Management would be combined to provide a more integrated report to the Executive Team at Places for London and made available to the assurance team. **[Action: Lester Hampson/Dan Lovatt]**

**The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda.**

### **40/10/24 Bollo Lane and West London Development Joint Venture**

Lester Hampson introduced the paper setting out the residential-led property development at Bollo Lane, Ealing.

It was agreed that future reports would include the value of operational assets to TfL. **[Action: Lester Hampson]**

**The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda and approved an increase in Land Authority for the sum set out in the paper in Part 2 of the agenda to enable matters described in this paper and the related paper on Part 2 of the agenda.**

## **41/10/24 Enterprise Update – Attraction and Retention of Our Employees (Places-L0-02)**

Lisa-Jane Risk introduced the paper providing an overview of Places for London's Level 0 Enterprise Risk.

Attrition rates were lower than other comparable organisations. It was the aim of the team to provide an inclusive and supportive environment to all employees, including creative opportunities for staff to come together, access to network groups, volunteering opportunities and a welcome space.

**The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda.**

## **42/10/24 Enterprise Risk Update – Stakeholders (Places-L0-04)**

Lisa-Jane Risk introduced the paper providing an overview of Places for London's Level 0 Enterprise Risk.

It was agreed that the impact on projects of poor stakeholder relations, within a complex environment, including loss of trust, would be included in the risk management section of the next report.

**[Action: Lisa-Jane Risk]**

**The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda.**

## **43/10/24 Members' Suggestions for Future Discussion Items**

Justine Curry introduced the item. No additional suggestions were raised for future discussion items on the forward plan or for informal briefings, other than those already noted during the meeting.

**The Committee noted the forward plan.**

## **44/10/24 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

## **45/10/24 Date of Next Meeting**

The next scheduled meeting of the Committee would be held on Tuesday 10 December 2024 at 2pm.

## **46/10/24 Exclusion of the Press and Public**

**The Committee agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the items on: Places for London Performance Report; Places for London Assurance Update; Bollo Lane and West London Development Joint Venture; Enterprise Risk Update – Attraction and Retention of our Employees (Places-L0-02) and Enterprise Risk Update – Stakeholders (Places-L0-04).**

The meeting closed at

Chair: \_\_\_\_\_

Date: \_\_\_\_\_