Land and Property Committee

Date: **10 December 2025**

Item: **Development Subsidiary Companies at Southwark and Ruislip**

This paper will be considered in public

1 Summary

1.1 This paper seeks authority for the formation of two new limited companies as wholly owned subsidiaries of Places for London Limited to enable investment in the development projects at Southwark and Ruislip.

2 Recommendation

2.1 **The Committee is asked to note the paper and approve the formation of two new wholly owned subsidiary companies of Places for London Limited.**

3 Background

Southwark

3.1 A paper recommending the forward fund investment in a purpose-built student accommodation building to be developed in joint venture by Places for London and Helical plc was considered by the Committee on 16 July 2025. Land Authority for the investment was subsequently approved by the Committee at its meeting on 1 October 2025.

3.2 Following that approval, Places for London has considered the transaction structure with its advisors, as well as considering lessons learnt on a similar transaction at Bollo Lane, and concluded that use of a wholly owned special purpose vehicle will optimise financial performance, particularly from a tax and liquidity perspective.

3.3 Approval of the establishment of a new subsidiary entity is a matter within the remit of the Committee.

Ruislip

3.4 An opportunity with an established development joint venture partner has arisen at Ruislip.

3.5 Should commercial negotiations conclude successfully, the level of Land Authority required is within the remit of the Commissioner. This Authority will be sought once the full details of the proposal have been finalised.

3.6 The nature of the opportunity is expected to involve the formation of a new joint venture at an early stage. Authority to set up a new wholly owned subsidiary company is therefore sought now so that, subject to commercial negotiations, it will be possible to form a joint venture in early 2026. The subsidiary will be the Places for London member company in the joint venture.

4 Finance

4.1 Places for London uses subsidiary companies as shareholder or member company in joint venture developments to:

(a) provide flexibility on financial matters, such as the level of equity invested on a site-by-site basis;

(b) allow us to efficiently exit individual projects at a shareholder level where it is commercially advantageous to do so; and

(c) provides transparency in tracking financial performance of the project, allowing Places for London to better track performance against expectations/forecasts.

5 Investment Strategy

5.1 Southwark and Ruislip feature in the draft Places for London Business Plan and both will deliver new homes in line with our draft Living Plan.

5.2 Details of how Ruislip will deliver against our Investment Strategy will be included in the subsequent investment paper that will be submitted to the Commissioner for approval, following the conclusion of commercial negotiations, in line with Standing Orders.

6 Assurance

6.1 The development team works closely with Project Assurance colleagues across our programme. We meet regularly and have a quarterly session with the Independent Investment Programme Advisory Group Places for London sub-group (IIPAG-Places).

6.2 On the basis that Land Authority has or will be approved separately, IIPAG-Places is supportive of these special purpose vehicles being set up.

List of appendices to this report:

None

List of Background Papers:

Southwark Student Accommodation Investment paper, Land and Property Committee, 16 July 2025

Platinum Portfolio – Additional Sites paper, Land and Property Committee, 1 October 2025

Contact Officer: Graeme Craig, Director and Chief Executive, Places for London.
Email: GraemeCraig@tfl.gov.uk