



**Sem Moema AM**  
**Chair of the Housing Committee**

Sadiq Khan  
Mayor of London  
(Sent by email)

3 August 2022

Dear Sadiq

I am writing to you on behalf of the London Assembly Housing Committee following our recent meeting on Lord Kerslake's review of GLA Group housing delivery.<sup>1</sup> As you may be aware, I met with Lord Kerslake in November last year, alongside Housing Committee colleagues, to provide input into the review. The Housing Committee supports Lord Kerslake's findings and agrees that it is vital that the GLA Group collaborates closely to maximise opportunities to build affordable housing for Londoners.<sup>2</sup>

At our 18 May 2022 meeting,<sup>3</sup> guests included the Deputy Mayor for Housing and Residential Development, Tom Copley, as well as Graeme Craig, Director of Commercial Development at Transport for London (TfL), Lyn Garner, Chief Executive of the London Legacy Development Corporation (LLDC) and the newly appointed senior professional lead for GLA housing delivery, and Phillipa Bancroft, Senior Manager in the Public Land team at the GLA.

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<sup>1</sup> [Kerslake Review of GLA Group Delivery, 2022](#)

<sup>2</sup> *The GLA Conservative Group notes Lord Kerslake's findings, but does not wish to express support for them.*

<sup>3</sup> [Housing Committee Meeting Draft Transcript, May 2022](#)

We noted the Mayor's commitment to implementing the recommendations of the Kerslake report. At the meeting, we heard that steps have already been taken to begin this work, with two phases planned for the establishment of a development company which will play a critical role in future housing delivery.

We also noted the findings of the Kerslake review concerning lack of housing delivery on GLA Group sites in recent years, including Transport for London (TfL), London Fire Brigade (LFB), Old Oak Park Royal Development Corporation (OPDC), London Legacy Development Corporation (LLDC) and the Metropolitan Police Service (MPS).

A key concern of TfL's in the review was "poor engagement with local authorities and communities that then resulted in challenges delivering housing." An example was given of a 100% affordable scheme that was unviable which TfL acknowledged in the meeting as "deeply frustrating"<sup>4</sup>.

We look forward to details of the five-year business plan that is expected to be launched next year. In the meantime, the Committee would like to put forward the following recommendations, which aim to complement and supplement the proposed recommendations of the Kerslake Review. We believe that the impact of the Kerslake report could go further by taking account of these further recommendations:

#### Attracting and retaining diverse talent in GLA housing work

- When implementing **recommendation 4**, *The GLA Group should review organisational arrangements to ensure greater consistency in roles and to enable employees to move flexibly across the group (including to support career progression)* and **recommendation 14**, *The transition of LLDC should prioritise collaboration, cost efficiencies, and the retention of key talent*, ensure that this is used as an opportunity to attract and support diverse talent within the GLA Group. Representation of Black and Global Majority Londoners, women, low-income, and disabled Londoners should be explicitly stated as part of drawing together plans/functions in stage 1, as well as recruitment and shaping the new function in stage 2.

#### Gypsy, Roma and Traveller site provision on small sites

- When implementing **recommendation 12**, *Small sites in GLA Group ownership that are identified for housing delivery should be consolidated under a single programme. This consolidation should aim to streamline housing delivery, secure additionality, and deliver social value*, the GLA should include Gypsy, Roma and Traveller site provision on small sites along with supported and specialist and community-led housing, so that there is a recognition that this must be provided for and delivered within a future framework that applies to all of London.

#### Achieving 50% affordable housing via portfolio

- Development-based recommendations (**recommendations 8**, *The initial stage of a City Hall developer should consolidate and expand existing development activities. A consolidated and expanded City Hall developer should be led by a single entity within GLA Housing and Land*, **10**, *The initial phase of an expanded City Hall developer should use the existing GLA development management model as the default delivery model for all large GLAP, LFC and*

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<sup>4</sup> [Housing Committee Meeting Draft Transcript, May 2022](#)

*MOPAC sites, 12 (as above), 13, A City Hall developer should work alongside the TfL TTLP property company to enhance the company structure and support mutual housing delivery objectives)* can be used as an opportunity to ensure good practice in portfolio approaches to meeting affordable housing targets. When meeting the 50% target across multiple locations, shared ownership and social rent homes should not be concentrated in less desirable areas or parts of developments. This would prevent segregation and the undermining of London's diversity. For clarity, this does not imply any particular view from the Committee about the principle itself of introducing a City Hall developer.

Performance, quality and consultation

- When implementing the Kerslake recommendations, TfL should review its planned schemes to ensure that they are viable, workable, reflect local character, and meet local needs.

We believe these additional recommendations are essential for ensuring that future developments are delivered in accordance with the needs of all Londoners.

I would be grateful for a response to this letter by **17 August 2022**.

Yours,

A handwritten signature in black ink that reads "Sem Moema". The signature is written in a cursive, slightly slanted style.

**Sem Moema AM**  
**Chair of the Housing Committee**