



The Mayor Sadiq Khan
Greater London Authority
City Hall
The Queen's Walk
London
SE1 2AA

20 Triton Street
Regent's Place
London NW1 3BF

020 3430 9000

lendlease.com

Email: yourviews@london.gov.uk

Date 09 December 2016

Dear Sir

Representations to 'A City for all Londoners' October 2016

As Lendlease, the major property and infrastructure group, we enclose representations to the consultation on 'A City for all Londoners' (October 2016).

Lendlease is at the forefront of the regeneration industry in the UK and are developing and delivering a number of ambitious, large-scale developments in London. These include Elephant & Castle, a major new regeneration which will create London's first "climate positive" district, making it the most sustainable urban regeneration currently being built in Britain and The International Quarter in Stratford, London's fourth business district.

Lendlease is in a unique position within the industry because of its ability to be an "end-to-end" developer: our clients and partners choose us because of our strengths at all stages of property and infrastructure – from development, to capital funding, investment management, project management & construction, and asset and property management – or they choose to partner with the company through the complete journey. This means Lendlease can offer insights about what it takes to get development moving, from concept to completion.

We welcome the 'A City for all Londoners' document which sets out a new vision for London and outlines the capital's top challenges and opportunities across priority policy areas in London over the next four years. As a company, we know that the housing crisis is one of the most significant challenges facing this great city and for the capital to flourish we collectively need to tackle it.

Below we set out our comments to the document in order of content.

Accommodating Growth

- Lendlease supports the intention to accommodate high levels of growth within London and the need to intensify housing development (including much higher density) around stations and well connected town centres to enable people to live in convenient locations to meet this growth. There are a large number of large scale transport projects coming forward over the next few years, presenting exciting regeneration opportunities. While investment in infrastructure will make a multitude of sites viable for regeneration, it is vitally important the

quality of new housing stock is high and that new places are created that are genuine communities with the necessary social infrastructure.

- Lendlease agrees that in London we must use land more intelligently – particularly in the context of a housing crisis that threatens the competitiveness of the city and the burgeoning need for commercial space. In many areas, land is being brought into productive use. For example, in Stratford, an area which has seen significant investment in its infrastructure over the past decade, Lendlease entered into a joint venture with London Continental Railways to develop the International Quarter London, building four million square feet of world class office space on previously contaminated industrial wasteland.
- Support should also be considered for the re-development and re-purposing of some town centres where they are well-connected to the Central Activities Zone (CAZ). There needs to be a strategy for the future of the town centre in question and appropriate investment in the associated infrastructure required to support the growth of the town centre. It would be helpful if the Mayor could provide further and clearer guidance on what is considered likely to be acceptable in such locations, having regard to London tall buildings and design policy and where there may be scope to be more flexible on the application of design standards within higher density town centre locations.

Housing

- Lendlease absolutely recognises the importance of housing delivery in London and that the shortage of affordable housing options risks damaging the attractiveness of our city as a place to live and work. The real challenge now lies in building enough new homes and, at the same time, catering for the needs of all Londoners.
- Lendlease has consistently supported the delivery of more housing development on TfL and public sector land (NHS) by unlocking surplus sites for housing, whilst creating capital for reinvestment in their services (Page 40). We support the development of desirable places to live where environmental and social infrastructure, enterprise and leisure space are integrated.
- Lendlease has previously called for a greater strategic role for the Mayor in facilitating development and we would like to reemphasise this. Often local politics in a local authority – or between local authorities – impedes development, and there would appear to be a clear role for the Mayor's office in challenging the issues this causes.
- There is currently no annual target set for new homes in 'A City for All Londoners' but it is clear that there is a need to identify land in the capital to build at least 50,000 homes every year between now and 2041. On this basis it is critical that the GLA provides an annualised target requirement across London and for each Borough, given that each Borough is required to assess their 5 Year Housing Land Supply (YHLS) position and their need to inform their local plan allocations.
- The previous London Plan Inspector concluded that "Non adoption of the FALP would result in the retention of the existing housing targets in the London Plan (32,210 dpa³⁹) which are woefully short of what is needed. Despite my reservations, therefore, I consider that, subject to a commitment to an immediate review, the FALP should be adopted as not to do so would perpetuate the existing under delivery by not requiring Boroughs to increase supply".

- There is a need for a clear way forward to deliver housing typologies and tenures that match the housing needs for Londoners, getting the balance right is an issue of key importance. Lendlease recognises the need to 'increase supply and providing homes that Londoners need which means building new homes both for sale and for rent including a range of different sorts of affordable housing' (Page 39). We also support the provision of a variety of affordable housing types – low-cost rented, the London Living Rent and shared ownership.
- Lendlease supports the creation of new Housing Zones and Opportunity Areas.

Economy/Skills

- Lendlease believes that investing in training, skills and employment is critical to long term economic and social prosperity both globally and locally. As a company we strive to use our business as a vehicle for investing in training, skills and employment in the communities where it operates. For example:
 - **Southwark Construction Skills Centre:** Working closely with local authority partners across London to address the city's skills shortage, we have opened a new construction skills centre in Elephant & Castle, which will cater for people across Southwark, Lambeth and Lewisham. It will be one of the first construction skills centres in London to be truly employer-led, ensuring that people are equipped with the skills that businesses need, thereby leading to sustained employment in real jobs.
 - **Lloyds Bank Construction Skills Centre:** In partnership with Lloyds Bank and Newham Council, Lendlease has launched a £1million joint initiative to encourage more young people into a career in construction. The council will use the Lloyds Bank Construction Skills Centre through its successful job brokerage service *Workplace* to host a series of education, information and training activities, showcasing construction career opportunities. Operating as a hub for the coordination of construction professionals and operatives, the Lloyds Bank Construction Skills Centre will enable *Workplace* to increase the delivery of bespoke training for residents of Newham, to support them to gain construction skills in preparation for their first job on site. It will also fund in-work training for those residents who have shown an aptitude for construction work and who, upon completion, will secure more sustainable and higher paid employment.
 - **Be Onsite:** Lendlease's award-winning not-for-profit subsidiary Be Onsite works with people from the hardest to reach groups, including third generation and long term unemployed, ex-offenders and currently serving prisoners by identifying jobs, providing tailored support, industry-led training and directly employing scheme participants and local people in our supply chain. Over the eight years of its operation, Be Onsite has worked with more than a 1,000 local people either through upskilling, direct employment or jobs brokerage. Of these, approximately 25% have been ex-offenders or current serving prisoners with an outstanding recidivism rate of 4.5%, far below the national average of three-quarters. Lendlease provides the right skills and prolonged emotional and practical support to help our employees build sustainable careers, helping to regenerate communities in the process.

- Brexit is likely to deepen the UK's skills shortage. The construction industry will be impacted by a shortfall in low-skilled and low-waged workforce from the EU, which it is heavily reliant upon. Labour availability is expected to act as the biggest constraint on expansion within the industry over the next five years. We welcome the Mayor's intention to "keep the city open to talent from around the world and to ensure that Londoners are equipped to compete for opportunities".
- Government research also shows that the construction sector has an image problem that deters people from entering the industry. This is especially true amongst millennials who tend to view the industry as old fashioned and not very dynamic. There is still a belief that the majority of roles are "dead end", low paid jobs, which discourages many young people from considering a career in the industry. Lendlease calls on the Mayor to work with the industry to change perceptions of the careers available in construction, especially amongst young people.
- Lendlease welcomes the adult skills budget being devolved to City Hall and urges the Mayor to also look at innovative ways the private sector can help with the skill shortage. Be Onsite is making a real difference to the communities that we serve and whilst it is not the only company making a significant effort to hire ex-offenders, it is the only scheme of its kind within the construction industry. We believe that our scheme represents a model that could be extended across the industry.

Environment

- Lendlease recognise the importance of the environment and welcome the forthcoming detailed Environment Strategy in 2017. We support the target of London becoming a zero-carbon city by 2050.
- Lendlease was recently ranked first among the top 25 UK residential developers based on sustainability performance according to the Next Generation initiative.
 - Lendlease's global business ambition is to make 20% reductions in energy intensity, emissions and waste by 2020. It is the long-term aspiration that all business operations and all the buildings produced are zero net carbon as a minimum
 - Lendlease's Elephant & Castle development is one of only 19 developments worldwide to have been recognised as a Climate Positive leader by C40 Cities Climate Leadership.
- It is vitally important that new and existing housing becomes more sustainable to safeguard the future of London. There is no contradiction between environmental sustainability and increasing the supply of new homes. Moreover, environmental sustainability is necessary if we want to make homes more affordable for people on low and middle incomes.
- The Mayor should work with the construction industry to encourage more sustainable practice, and innovation with modern methods of construction. This could involve making more visible incentives for sustainable development – as well as using the office of the Mayor to advocate to central government on this issue. Lendlease is committed to a minimum of standard of Code for Sustainable Homes Level 4, and builds to Level 5 and zero carbon standards in some places already.



- Lendlease strongly welcome's the Mayor's approach to the environment and would further encourage using the Mayor's planning powers to ensure that development actively enhances the environment.

Transport

- Lendlease support all initiatives to support and enhance the transport infrastructure within London and, in particular, the growth potential of 'metroisation' – a better-quality Overground service in more parts of the city but particularly in South London. Looking further ahead, we support the Mayor in seeking to secure the Bakerloo Line extension before 2030 and Crossrail 2 by 2033, which will promote house building and create jobs, as well as alleviating overcrowding. Transport infrastructure is key to supporting growth and it will be critical that this is supported and brought forward early.
- Lendlease support proposals to bring forward very significant amounts of housing along a spine from the north east to the south west of the city along the routes of Crossrail 2 and the Bakerloo Line. We also support joint infrastructure investment corridors (where infrastructure is planned to open up housing and other development) that stretch out beyond London's borders.

We trust that our representations are clear and we endeavour to assist the Mayor in the new London Plan. Please do not hesitate in contacting me, should you require any clarification of any points made.

We would be grateful if you would keep us informed on the progress of development of the new London Plan along with any supporting SPG's, guidance and evidence the Mayor produces.

Appendix 1: Be Onsite

Summary

Having first started working in partnership with the Prison Service in 1996 whilst building Bluewater in Kent, Lendlease and the not for profit company we founded in 2007, Be Onsite, have amassed significant expertise in working with ex-offenders and currently serving prisoners.

The impact of Be Onsite

- Since 2012, Be Onsite has supported 87 ex-offenders into work.
- Of the 87, Be Onsite directly employed 73 (84%).
- Overall, over 90% of Be Onsite employees remain in employment.

In the last four years we know that four of the 87 employees were recalled to prison.¹ This equates to a 4.5% reoffending rate. Two of the four ex-offenders who reoffended came back to us post-release and are now doing well. By way of comparison, national statistics show that three-quarters of people with criminal records return to crime.

The approach

In its support for ex-offenders, Be Onsite works primarily with serving prisoners from HMP Brixton to support them into employment.² First engagement will occur when they become eligible for Release on Temporary Licence (ROTL), and will be referred to us by an organisation called Bounce Back. They may have previously taken up some training with Bounce Back to gain some basic H&S and construction skills along with their CSCS Card. Some of them may have also attended a two week construction course gaining tickets such as Traffic Marshall and IPAF; they will then complete a two week work trial before being offered paid employment via Be Onsite.

Be Onsite will meet people prior to release if appropriate, and either support them to access jobs for ROTL, or prepare them to access our support on release. Be Onsite will also attend organised job fairs where first engagement will occur. Depending on the release date, skills and work interests, Be Onsite will arrange to meet on release.

Post-release, Be Onsite work with ex-offenders who are referred by various agencies such as A Fairer Chance and St Giles Trust. Those that are supported prior to release have better access to employment support as once they are released, unless they have statutory support such as probation services, they may not know “who” can help them: most ex-offenders believe that no employer will take them on because of their past offences, and many more do not know how to “disclose” positively.

The benefits of strong partnerships

¹ It is possible that there may be others who were also recalled once they had moved on from Be Onsite.

² Be Onsite will also try and engage with other local London prisons that are releasing into the boroughs where Lendlease works.



Earlier this year Be Onsite and Lendlease worked together with expert ex-offender charity Bounce Back, industry specialists Knauf and Encon and developer Land Securities established a state of the art dry lining training centre within HMP Brixton. This scheme is an example of the industry working in partnership to respond to the urgent need for trained workers in the industry whilst demonstrating how the sector can support in-prison training in a sponsored model which will see nearly 100 prisoners a year training to enter the workforce meeting a genuine need within the industry for trained dry liners. Work is offered to trainees by the partners, along with other organisations, upon release.

Release on Temporary Licence

This is a specific area of expertise for Be Onsite, ROTL is an excellent way of demonstrating how a steady job started whilst an offender is in prison and continued post-release can reduce reoffending. Our partnership is currently working with around nine individuals a year - though numbers can fluctuate.

Be Onsite is also working with prisoners to access work prior to their release if they become eligible for ROTL. In certain cases when an offender is in their last year of sentence prior to probation they may be eligible for ROTL. In these instances the individual is allowed to leave the prison each day to travel to and from a designated place of work.

The Prison Governors' Association has gathered information to show that, of the 485,000 ROTL days authorised in 2012, the failure rate when a further offence was committed amounted to 5 in 100,000 or 0.005 per cent. This opportunity to experience open conditions and temporary release in the community are a pivotal part of rehabilitation for people who have served long sentences. This requires individuals to be actually employed by a company, which requires more employers to be willing to hire ex-offenders.

The key to success is good selection and support. Working hand in hand with the Prison Service, Be Onsite looks for candidates who show commitment and drive. Be Onsite looks for people who will prove to be reliable, punctual, good team workers and with a "can do attitude", to what is sometimes a very challenging and physically demanding environment. ROTL is not an easy option for an individual. It takes great strength of character to negotiate a balance between the prison regime which the individual carries with them at all times whilst trying to integrate into the working world outside the prison walls. While most of return home at the end of a long working day to the embrace of our families, an offender will step back into the prison regime which may mean immediate lock up, solitude, no hot meal, no opportunity to bath or shower and the relentless clamour of the prison throughout the night.

Support is key. When an offender is employed by Be Onsite we provide bespoke pastoral care to help people navigate between the two worlds. Practical pre-employment training helps to build up confidence ahead of stepping onto a live site. The team provides one-to-one support around both practical and emotional issues and also provides additional support when it comes to liaising with the prison for the relevant permissions. This liaison work with prison is especially critical when it comes to the possibility of breach of licence. This could and does happen for a myriad of reasons – some which to the outside world would seem incredibly minor like going for a walk during lunch break, when they might be expected to stay within the confines of the site.

This support is particularly important after the first month of employment for the following two months when drop outs traditionally can occur. Working closely with site supervisors, Be Onsite will tackle and resolve any emerging problems. This provides confidence to the site team who can then focus on their day job - safely delivering their project on time and on budget.

Through this approach new entrants are attracted to the industry, especially important at this time of dire skills shortages, while Lendlease makes a highly valuable contribution to reducing reoffending. Be Onsite works with Lendlease to ensure that regeneration does not simply change physical structures but delivers on the opportunity to transform lives.

Appendix ii. Elephant & Castle – Delivering Major Regeneration at the Heart of London



Lendlease is currently working as the development partner to Southwark Council in delivering a £2.3 billion regeneration programme on 28 acres of land across three sites in the centre of Elephant & Castle.

The project shows the value of constructive partnerships between developers and local authorities, that we foster. The scale of the regeneration is of a size rarely seen in Central London and includes around 3,000 new homes, plus office, retail, community, leisure and restaurant space. At the heart of the scheme is a brand new park that will be connected to a vast array of other green spaces, helping to restore nature in the heart of the city, this includes planting around 1,600 new trees.

The regeneration will include over 11 acres of significantly enhanced public realm, with 10 new routes through the development to create a safer and more open environment for pedestrians and cyclists, and to encourage people out of their cars. We are setting new standards in sustainability, that will not only will make the Elephant a great place to live, but will play a vital role in tackling issues such as air pollution and carbon emissions, creating a positive impact beyond just Elephant & Castle. As such, the project has been chosen as one of 19 projects across the world to be part of the Climate Positive Development Programme.