

GREATER LONDON AUTHORITY

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2815

MOD Feltham

Programme: Making Best Use of Land

Executive summary:

The Greater London Authority (GLA) is committed to supporting the successful disposal of MOD Feltham, in the London Borough of Hounslow (LB Hounslow); and bringing the site forward for housing and employment uses. As party to a Memorandum of Understanding between the Ministry of Defence, the London Borough of Hounslow and the GLA, signed in October 2025, the GLA undertook to ensure that the project was delivered in a timely manner.

The current resourcing on the project is about to end. In commitment to the project, the GLA will fund part of the ongoing dedicated project-management costs for LB Hounslow on a time-limited basis.

Decision:

That the Assistant Director of Land and Development approves contributing up to £75,000 for the costs of a dedicated project manager, for nine months, in the London Borough of Hounslow Regeneration and Economic Growth team, to coordinate and manage the Feltham project.

AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

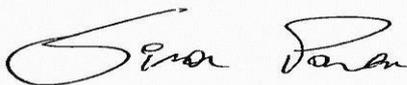
Name:

Simon Powell

Position:

Assistant Director, Land & Development

Signature:



Date:

24 February 2026

PART I – NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. In October 2025, the Greater London Authority (GLA), the Ministry of Defence (MOD) and the London Borough of Hounslow (LB Hounslow) entered into a Memorandum of Understanding (MoU) in relation to the disposal and redevelopment of the MOD's Feltham site.
- 1.2. The objectives set out in the MoU were to:
 - de-risk the development process to accelerate delivery, and achieve a start on site by the end of 2028
 - bring forward a development that optimises the number of homes delivered on site
 - achieve a viable scheme that includes providing affordable housing onsite, to deliver a balanced tenure mix
 - ensure high-quality, sustainable place-making that aligns with the aspirations of the wider Feltham masterplan and the Local Plan
 - secure social, economic and environmental value for residents
 - adopt a 'Forces First' approach to the development, using one or more of the following options:
 - military accommodation is recognised as affordable housing, contributing to some of the S106 affordable housing requirement
 - priority is given to serving forces personnel and veterans when allocating some of the intermediate affordable housing
 - a 'first dibs' approach for serving forces personnel and veterans is explored with development partners, for a portion of the market homes
 - ensure a coordinated approach to planning, site delivery and infrastructure provision (including, as appropriate, meanwhile uses)
 - leverage public and private sector expertise and capacities to deliver the project as efficiently as possible, in terms of pace of delivery, funding and securing quality
 - take forward a delivery structure for the site that secures the above objectives; and embeds public stewardship to ensure timely and high-quality development.

MOD Feltham

- 1.3. The three parties have been discussing disposal of the site for several years. The site plays a crucial part in the wider Future Feltham Masterplan; this seeks to build on previous studies and engagement in the local area that took place in 2017 and in 2021. The new area-wide masterplan (recently approved by LB Hounslow's Cabinet) identifies delivered changes; sets out current requirements; and embodies place-making development principles.
- 1.4. The overall masterplan focuses on defining interventions and practical steps to make Feltham a great place to live, work, learn and visit. The Masterplan Refresh document sits alongside the Feltham Economic Strategy and Engagement Report; these are all summarised in the Future Feltham Prospectus. The size and location of the MOD Feltham site makes it a cornerstone of a key priority area for LB Hounslow; it has the potential to be transformative, in terms of its capacity to deliver housing.

- 1.5. The Public Land team has engaged with LB Hounslow and the MOD to explore options for bringing the site to market, in a way that captures the potential for affordable housing and delivers social value for the area. This engagement succeeded in securing commitment to a development-agreement approach. This is a new approach for the MOD and signals its commitment to securing development (not just disposing of the site). This is a significant change – one born of the long-term relationship-building between the three organisations.
- 1.6. The Feltham site has been hailed as a trailblazer. It has the potential to deliver homes through the MOD's Forces First approach. This opportunity may be piloted, with a view to rolling it out more widely on other disposals in the future. The site was identified in the recent Defence Housing Strategy; this means there is a significant scrutiny and resource commitment to ensuring the project progresses in a way that de-risks it as far as possible and ensures deliverability.
- 1.7. The project is now in a key delivery phase; the overall approach to disposal has been agreed, and early market testing is taking place.

2. Objectives and expected outcomes

- 2.1. The partners are committed to progressing the Feltham project expeditiously. They are looking to secure a dedicated project manager to work within LB Hounslow's Regeneration and Economic Development team, to coordinate the public sector partners' input. The GLA and LB Hounslow will contribute equally to the cost of a dedicated senior project manager for nine months. The total costs of the project manager in LB Hounslow (including salary and on-costs), operating at the equivalent grade of Head of Service, is £150,000 for nine months. The GLA is therefore contributing £75,000 for the period.
- 2.2. By appointing the dedicated project manager, the project will receive the focus and coordination it requires for a project of this scale and complexity. Key elements of the project manager's role will be to ensure:
 - the pre-application process is managed effectively
 - details around the Forces First approach are clarified
 - principles are established and can be communicated to potential purchasers.
- 2.3. LB Hounslow will:
 - contribute half the costs of the project manager
 - directly employ the project manager
 - be fully responsible for the appointment.

The MOD is not in a position to contribute financially to the project manager, because of a restricted budget. However, it remains committed to supporting the project objectives, through its internal resource allocation.

- 2.4. By investing in project management support at this critical juncture, the partners expect to see a start on site by the end of 2028. Without this support, there is a risk that many elements of the project are not effectively coordinated and may be subject to drift. The partners are committed to meeting fortnightly. The project manager will manage and administer these regular meetings; and play a key role in LB Hounslow, by bringing together the relevant departments and providing insight into the required processes.

3. Equality comments

- 3.1. Under section 149 of the Equality Act 2010, the Mayor and the GLA are subject to a public-sector equality duty and must have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Equality Act 2010
 - advance equality of opportunity between people who share a relevant protected characteristic and those who do not
 - foster good relations between people who share a relevant protected characteristic and those who do not.
- 3.2. Protected characteristics under section 149 of the Equality Act are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage or civil partnership status. The duty involves having appropriate regard to these matters as they apply in the circumstances, including having regard to the need to: remove or minimise any disadvantage suffered by those who share or are connected to a protected characteristic; take steps to meet the different needs of such people; and encourage them to participate in public life or in any other activity where their participation is disproportionately low.
- 3.3. The Feltham project has the potential to deliver hundreds of new homes for LB Hounslow, including homes across a range of tenures. This supports the ambitions of the Mayor’s Inclusive London Strategy by creating a great place to live; and a safe, healthy and enjoyable city. The creation of new homes will support people to move into suitable accommodation; and address some of the housing need in LB Hounslow. Increasing the supply of affordable homes will benefit those who most struggle to cover the costs of housing, including young people; households on low and medium incomes; and people from Black and Minority Ethnic groups.

4. Other considerations

4.1. Links to Mayoral priorities

Strategy/programme	Strategic fit
Making Best Use of Land programme (MD3434)	<ul style="list-style-type: none"> • Core London-level outcomes: <ul style="list-style-type: none"> ○ Londoners live in neighbourhoods that are well planned and designed. ○ Public land is released to support the delivery of homes in London. • GLA’s contribution to addressing structural barriers to increasing housing delivery: <ul style="list-style-type: none"> ○ Maximise early delivery within the existing land use policy ○ Enable a step-change in delivery.
Building More Homes programme (MD3378)	<ul style="list-style-type: none"> • Core London-level outcome: Londoners live in homes they can afford. • GLA’s contribution to addressing structural barriers to increasing housing delivery: Work to enable more homes of all tenures.
London Housing Strategy	<ul style="list-style-type: none"> • Identifying and bringing forward more land for housing, including supporting the release of surplus public land. • Ensuring homes are genuinely affordable.

London Plan	<ul style="list-style-type: none"> • Ensuring new housing capacity is brought forward in the most sustainable locations and at optimum densities. • Ensuring the social infrastructure needs of London’s diverse communities are met.
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Key risks & issues

Securing project outcomes

- 4.2. The purpose of appointing the project manager is to ensure that the objectives identified in the MoU are delivered. There is a wide range of ambitious and innovative outcomes being targeted through the Feltham project. The project manager’s role is to coordinate and monitor activities to achieve this. It will be a complex and multifaceted delivery programme, requiring the coordination of different teams in all three contributing partner organisations. Having a full-time project manager will support this outcome and will serve the best interests of the stakeholder organisations.

Focus of resource

- 4.3. The project manager is to be appointed by, and sit within, LB Hounslow. This creates a risk that they are drawn into other projects/programmes that are priorities for LB Hounslow; and do not focus solely on the Feltham project. To mitigate this risk, a clear programme of work will be agreed between the partners to ensure that the outcomes, as noted above, are being delivered and there is accountability to the partnership for the resource secured.

Programme delivery

- 4.4. The programme for the overall project delivery is ambitious and reflects the MOD’s wider ambitions to secure starts on site by the end of 2028. The project manager will provide greater certainty around the delivery of the programme; and ensure that a critical path is identified and followed, to achieve the relevant milestones.
- 4.5. There are no identified conflicts of interest from any officer involved in the drafting or clearance of this ADD.

5. Financial comments

- 5.1. This decision seeks approval, from the Assistant Director of Land and Development, to contribute up to £75,000 for the costs of a dedicated project manager, for nine months, in the LB Hounslow Regeneration and Economic Growth team. Their role will be to coordinate and manage the Feltham project. The contribution will fall across two financial years:
- 2025-26: £17,000
 - 2026-27: £58,000.

The money will come from the Homes for Londoners Collaboration revenue budget; and will be paid to LB Hounslow quarterly, in arrears, on presentation of an invoice.

6. Legal comments

- 6.1. A grant-funding agreement will be entered into between the GLA and LB Hounslow.
- 6.2. The sections above indicate that the decision requested of the Assistant Director falls within the Mayor’s statutory powers under section 30 of the Greater London Authority 1999 (as amended) (the Act), acting on behalf of the GLA, to do anything he considers will promote the improvement of the

environment in Greater London. In formulating the proposals in respect of which a decision is sought, officers have complied with the GLA's related statutory duties to:

- pay due regard to the principle that there should be equality of opportunity for all people
- consider how the proposals will affect:
 - the health of persons in Greater London
 - the health inequalities between persons living in Greater London
 - the achievement of sustainable development in the UK
 - climate change, and the consequences of climate change
- consult with appropriate bodies.

6.3. The Mayor also has a subsidiary power, pursuant to section 34 of the Act, to do anything that is calculated to facilitate, or is conducive or incidental to, the exercise of any of the statutory functions. In this case, this work is incidental to the section 30 powers (defined above), and to sections 334 and 339 of the Act.

7. Planned delivery approach and next steps

7.1. The work will be delivered according to the following timetable:

Activity	Timeline
Project manager confirmed in post	February 2026
Pre-application planning process	February – July 2026
Planning application submitted	August 2026
Delivery end date	September 2026

Appendices and supporting papers:

None

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will be published either within one working day after it has been approved or on the defer date.

Strategic Programmes

Does this decision seek approval for activity falling within the remit of a programme delivery plan? YES

If YES, which programme/s does this fall within: Building More Homes & Making Best Use of Land

Part 1 – Deferral

Is the publication of Part 1 of this approval to be deferred? NO

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under the FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form? NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Philippa Bancroft has drafted this report in accordance with GLA procedures and confirms the following:

✓

Mayoral Delivery Board

A summary of this decision was reviewed by the Mayoral Delivery Board on 23 February 2026.

ASSISTANT DIRECTOR, FINANCIAL SERVICES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

Date

24 February 2026

pp Abdelreza Nauyeck on behalf of Peter Sebastian