

GREATER LONDON AUTHORITY

REQUEST FOR DIRECTOR DECISION – DD2791

Homes for Londoners Collaboration: London Fire Commission Estate Strategy

Programme: Building More Homes

Executive summary:

Mayoral Decision 3108 sets out the identified workstreams for the Kerslake programme (now the Homes for Londoners programme) to collaborate more closely on delivering housing across the GLA Group. The GLA and the London Fire Commission (LFC) have identified opportunities, within the LFC estate, to release land for housing. This decision form seeks approval to spend £50,000 from the Homes for Londoners Collaboration budget, in 2025-26, to support the LFC in assessing the potential for land release to deliver housing.

Decision:

That the Executive Director of Housing and Land approves spending £50,000 in Q4 of 2025-26, to be paid to the London Fire Commission, to appoint consultants to review the development potential of four sites. This will directly contribute to recommendation 3.1C of the Building More Homes delivery plan.

AUTHORISING DIRECTOR

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: Tim Steer

Position: Executive Director, Housing and Land

Signature:



Date: 16 March 2026

PART I – NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. In October 2021, the Mayor asked Lord Kerslake to chair an independent review to streamline and further improve housing development on public-sector land across the Greater London Authority (GLA) Group. Lord Kerslake spoke to a wide range of stakeholders from within the GLA Group, and externally, to review the performance of housing delivery to date. In March 2022, Lord Kerslake made 15 recommendations. The Mayor accepted these; and, in responding to the report, committed to delivering them in full. These recommendations formed the workstreams of the Kerslake Review implementation programme, now known as the Homes for Londoners Collaboration (HfLC) programme.
- 1.2. As part of the HfLC programme, the GLA and the LFC are working closely to help develop the LFC's estate strategy. Part of the strategy has identified sites with the potential to be released for housing. The HfLC programme is in a position to partially fund this work, and so further the objectives identified by Lord Kerslake.
- 1.3. Mayoral Decision (MD) 3108 set out the identified workstreams for the programme and expenditure from 2023-25. It also delegated budgetary decisions to the Executive Director of Housing and Land. This work will contribute to recommendation five: establishing a preferred process of internal collaboration on housing delivery. See: GLA, [MD3108: Implementation of Kerslake Recommendations for Housing Delivery](#), 31 March 2023.
- 1.4. In July 2025, MD3378 was approved. This sets out how the GLA will work across the housing sector to understand and overcome barriers to housing delivery across all tenures. This work will contribute to objective 3.1: building more homes. (See: GLA, [MD3378 Delivery Plan – Building More Homes](#), 29 July 2025.) This objective seeks to support public landowners to release land for housing.

2. Objectives and expected outcomes

- 2.1. The GLA has been working closely with the LFC on developing the LFC's estate strategy, to identify sites for redevelopment and/or optimisation for housing. This work has considered the whole of the LFC estate and its operational use, alongside the potential to release land for housing. A steering group has been established, composed of officers from the GLA and the LFC, to steer the process and ensure the project's success.
- 2.2. Consultants have been competitively procured, with oversight from the steering group, to provide a commercial assessment of four identified sites. Consultants have been commissioned to undertake RIBA Stage 0 site appraisals, including indicative massing, feasibility and viability. This will result in an evidence-based assessment of the development options for the shortlisted sites.
- 2.3. The total budget across all four sites is £100,000. As part of the HfLC programme, the GLA will reimburse, to the LFC, 50 per cent of the costs of this commercial advice. This recognises that the work will support the release of sites for housing – a Mayoral priority.
- 2.4. Commissioning this project will result in the following outcomes:
 - **Fire station:** Retention or re-provision of a fire station on site, including the provision of necessary appliances and uses.
 - **Best value:** Considering additional land use(s) to deliver best value on each site, in line with planning policy.

- **Homes:** Where homes are proposed, the objective is to create comfortable, well-proportioned homes that: suit a range of residents; are tenure-blind; and are adaptable to changing ways of living and working.
- **Affordable homes:** Where residential housing is proposed, the objective is to target the delivery of affordable homes to meet the Mayoral requirements, in accordance with the tenure split preferred by the local planning authority.
- **Community:** To create an outward-looking, inclusive, lifetime development that can be enjoyed by everyone; and that effectively meets the needs of the diverse local community and neighbouring sites, identified through meaningful community engagement and consultation.
- **Landscape and public realm:** To create a high-quality connective public realm that forms part of a safe, healthy neighbourhood rich in biodiversity; and that has integrated green infrastructure, surface-water management, and active ground floors.
- **Connectivity:** To support new and improved cycle and pedestrian connectivity for the local area as appropriate, and safer, greener multi-modal streets.
- **Sustainability and biodiversity:** To deliver a zero-carbon, climate-resilient and low-environmental-impact place that promotes clean energy; minimises carbon emissions; and contributes to, and promotes, positive environmental outcomes throughout the design, construction and operational life cycle.
- **Viability and deliverability:** To ensure the above aims can be delivered in a sustainable financial manner by the GLA, the LFC and development partner(s), whilst maximising the financial return to the LFC.

3. Equality comments

- 3.1. The overall outcome of increased affordable housing delivery in London will help to address problems such as overcrowding and homelessness. Evidence indicates these problems disproportionately affect specific groups, including Black, Asian and minority ethnic groups; and women. The delivery of high-quality housing will also promote improved health and wellbeing, given that evidence indicates this issue disproportionately affects specific groups, including Black, Asian and minority ethnic groups, and women.

4. Other considerations

Links to Mayoral priorities

- 4.1. This work will also directly contribute to the work set out in the Building More Homes delivery plan MD3378 – specifically objective 3.1c: public sector landowners are supported to release land for housing.
- 4.2. Collaborating with the LFC to commission this piece of work will contribute directly to recommendation five of the Kerslake Review: the GLA Group should establish a preferred process of internal collaboration on housing delivery. This process should be based on the principles of clear oversight; proactive engagement; and sharing services and expertise. Collaboration should include the introduction of a peer-review function; a formalised internal planning consultancy; and a new Centre for Expertise.

Key risks

- 4.3. The consultant contract in this instance is between the LFC and Lambert Smith Hampton. The GLA will be reimbursing the LFC for 50 per cent of the contract value, as agreed by the steering group. The contractual risk to the GLA is therefore considered low.
- 4.4. The budget for this project has been entirely allocated, with consultants' services being delivered at a discounted rate. The steering group may require additional information and/or deliverables, beyond the current scope, to enable decision-making and to progress this workstream. This may include formal pre-application advice; more detailed studies; or similar. Any additional work or costs could not be covered within the existing budget envelope; and therefore would need further approval before proceeding.

Conflicts of interest

- 4.5. There are no identified conflicts of interest from any officer involved in the drafting or clearance of this decision.

5. Financial comments

- 5.1. Executive Director approval is sought to spend £50,000 from the HfLC 2025-26 budget. This is to reimburse the LFC for 50 per cent of the costs associated with appointing consultants to review the development potential of four sites. This will directly contribute to recommendation 3.1c of the Building More Homes delivery plan.

6. Legal comments

- 6.1. Section 30 of the Greater London Authority Act 1999 (as amended) gives the Mayor a general power to do anything that he considers will further one or more of the principal purposes of the GLA as set out in section 30(2):
 - promoting economic development and wealth creation in Greater London
 - promoting social development in Greater London
 - promoting the improvement of the environment in Greater London.
- 6.2. In formulating the proposals in respect of which a decision is sought, officers confirm they 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:
 - promote the improvement of health of persons in Greater London
 - promote the reduction of health inequalities between persons living in Greater London
 - contribute towards the achievement of sustainable development in the UK
 - contribute towards the mitigation of or adaptation to climate change in the UK
 - consult with appropriate bodies.
- 6.3. The contents of this report indicate that the Executive Director of Housing and Land has the power to proceed as recommended in this paper.

7. Planned delivery approach and next steps

7.1. This work will be completed according to the following timetable:

Activity	Timeline
Draft report submission	9 March 2026
Approval secured	16 March 2026
Delivery end date	27 March 2026
Project closure	31 March 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

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:

Cara-Jan Craig has drafted this report in accordance with GLA procedures and confirms the following:

✓

Assistant Director/Head of Service:

Tim Steer (in the absence of Simon Powell) has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

Financial and Legal advice:

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

Mayoral Delivery Board

A summary of this decision was reviewed by the Mayoral Delivery Board on 16 March 2026.

CHIEF FINANCE OFFICER:

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

Date 16 March 2026

Signature



pp on behalf of Fay Hammond