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MAYOR OF LONDON

GLA Land and Property Limited Annual Report

2022-23

“We’re building record numbers of homes to help end the housing crisis. Last year we started work on more council and genuinely affordable homes than any time since the 1970s. There’s much more to do, but our success has only made me more determined to keep on building.”

Sadiq Khan, Mayor of London, 2023

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Foreword



GLA Land and Property (GLAP) is at the heart of the Mayor's plans to deliver a fairer and more prosperous city for all Londoners. Since 2016, GLAP's role has been transformed, with a new focus on delivering the social and genuinely affordable homes that we know Londoners need most. I'm proud that this pioneering approach, aiming to secure 50 per cent genuinely affordable housing on all public land, has now been signed up to by the wider GLA Group following Lord Kerlake's review, and is enshrined in the Mayor's London Plan.

The most recent financial year was a huge year for delivery for the Mayor's teams. Through our devolved Affordable Homes Programme, we backed work to begin on more than 25,000 affordable homes, hitting the extremely challenging programme target of 116,000 homes set by the government. Critically, as part of this, we backed London's boroughs to start work on more than 10,000 new council homes: the highest number since the 1970s, and testament to the Mayor's continuing focus on reviving municipal homebuilding in the capital.

GLAP has made an important contribution towards the Mayor's objectives, enabling thousands of new homes to start construction and laying the groundwork for tens of thousands more in the years ahead. As the housebuilding and construction industry now faces a challenging period, with national homebuilding forecast to fall, the Mayor will continue to leave no stone unturned in backing delivery in London – while pressing national government to use the powers and resources at their disposal to help keep the capital, and the country, building.

Tom Copley, Deputy Mayor

Overview

Mission statement

GLAP aims to deliver its portfolio of development on the Mayor's land and joint venture interests, alongside entering into new opportunities to unlock development outcomes and new homes, through its investment and interventionist capabilities. By working with our development partners, the GLA Group and our local authority partners, GLAP seeks to deliver the Mayor's priorities for London, for the benefit of Londoners. In doing so, GLAP reinvests its profits to further the Mayor's housing objectives, including maximising delivery of genuinely affordable housing

About GLA Land and Property Limited

GLAP is the Greater London Authority's (GLA's) commercial subsidiary for property investment, development and asset management. It is a commercial business with the mission of reinvesting profits to achieve the GLA's principal purposes as defined under the GLA Act 1999:

- Promoting economic development and wealth creation in Greater London
- Promoting social development in Greater London
- Promoting the improvement of the environment in Greater London

GLAP is a 100 per cent owned subsidiary of the GLA, via a company called Greater London Authority Holdings Limited. GLAP's purpose is the purchase, sale and development of land or property; and the holding of land or property for capital growth or rental income. It has been set up to conduct the commercial transactions relating to the development of land on behalf of the GLA.

GLAP was established in 2012, originally to deal with the land assets that were inherited by the GLA as part of the Localism Act 2011. The GLA inherited land and property assets (and liabilities) from the London Development Agency, the London Thames Gateway Development Corporation, and the London part of the former Homes and Communities Agency (now Homes England). In total, 635 hectares of land were transferred to the GLA.



Map of current GLAP developments in London

Nearly all the developable land the GLA inherited has been developed; is in the course of being developed; or is subject to a disposal process. Most of GLAP’s current land holdings are subject to a development agreement. The portfolio is mainly owned freehold, with some long-leasehold interests. The vast bulk of the value is held in development sites. However, there are other assets held as investments – including GLAP’s freehold interest in the ExCeL Centre in the Royal Docks, and other premises let to commercial tenants.

GLAP has evolved, particularly under the current Mayoral administration, to deal with investment in land and loans to third parties. This is all with the wider objective of delivering homes, with a high proportion of affordable homes.

Over the next 25 years, GLAP aims to deliver up to 68,000 new homes on the Mayor’s land and joint venture interests.

Given the scale of GLAP’s housing projects, most are mixed-use and provide a significant quantum of non-residential floorspace to support the development and surrounding communities; and to deliver liveable and vibrant places. GLAP’s portfolio includes a sizeable quantum of industrial land and commercial development, in addition to residential-led sites.



Royal Albert Wharf

GLAP leads on the delivery of some of the capital's most complex, high-profile development projects. The scale and number of projects – multi-phase projects, delivering over many years – allow outcomes to be monitored and modified to address London-specific challenges.

Most of GLAP's work is conducted by the Land and Development (L&D) team within the GLA's Housing and Land directorate. The GLA's L&D team includes the development team – this is responsible for developing GLAP's land assets, and comprises 14 full-time-equivalent (FTE) posts. The Royal Docks team also includes a development team of 10 FTE posts, which works jointly with the L&D development team. In addition, L&D draws on the GLAP finance business partner, GLA Finance and also resources from across the wider Housing and Land directorate; and uses client services from the wider TfL Estates Management shared service. The wider Royal Docks team also includes multi-disciplinary roles such as economic development, cultural programmes and community engagement.

For land in GLAP ownership, the GLA's primary housing delivery approach has been to develop housing through a development agreement model, with partners procured through the GLA's London Development Panel (LDP and LDP2), or an open procurement (previously OJEU; now Find a Tender Service). Typically, strategic development property is disposed of on a long-leasehold basis. GLAP has a presumption against disposing of freeholds, apart from where there are exceptional circumstances. GLAP's only incorporated joint venture is Barking Riverside, between GLAP and L&Q.

Lord Kerslake's Review of GLA Group Housing Delivery (February 2022) made recommendations to:

"support a more unified, coherent and streamlined approach to housing delivery across the Group. Under the collaboration programme, GLAP is working with all GLA Group organisations to improve how we work together and use our public land to accelerate the delivery of genuinely affordable housing to realise the Mayor's policies and improve the lives of Londoners."

In line with the Statement of Shared Policy, signed by all GLA Group organisations, GLAP commits to do all it can within its statutory powers to:

- provide 50 per cent affordable housing on new disposals of land released for residential development, in accordance with London Plan policies and guidance
- support the Mayor's aims to make London a net-zero city by 2030 by delivering good-quality and environmentally sustainable development, which reduces operational energy and embodied carbon
- seek to increase our social-value impact through collaboration with our partners and across the GLA Group, identifying policy and funding solutions to enable schemes to be delivered.

The year at a glance



- In 2022-23 GLAP achieved the delivery of 2,364 new homes, including 1,141 affordable homes (top left).
- A new masterplan at Greenwich Peninsula was consented in 2022; this will deliver over 17,000 new homes (top right).
- Work has commenced at St Ann’s Hospital, which will deliver 995 homes (of which 60 per cent are affordable) as well as 56 homes for community-led housing (bottom left).
- Work has started at Silvertown Quays, providing 950 homes, a new park, access to the water around Pontoon Dock and reuse of the historic Millennium Mills (bottom right).

Delivery of the Mayor's aims and objectives in 2022-23

GLAP's [Property Asset Strategy \(2023\)](#) explains how GLAP is using its land and property portfolio to meet the Mayor's objectives, through activity such as disposals, acquisitions and asset management.

This section of the Annual Report provides an overview of progress in meeting the Mayor's aims and objectives detailed within the Property Asset Strategy, across our development activity in 2022-23.

GLAP's Property Asset Strategy (2023) aims and objectives	Highlights from 2022-23
<p>Building thousands of more genuinely affordable homes to buy and rent.</p>	<p>In 2022-23, a total of 2,364 homes started on site, of which 1,141 were affordable. This represents 48 per cent affordable housing.</p> <p>The homes that commenced in this period were part of the following development sites:</p> <ul style="list-style-type: none"> • Barking Riverside: 564 homes (34 per cent affordable) • Beam Park: 162 homes (100 per cent affordable) • Royal Albert Wharf, Gallions 3B: 238 homes (76 per cent affordable) • Greenwich Millennium Village: 58 homes (no affordable) • Greenwich Peninsula Plots 18.02 & 18.03 delivered by L&Q and Plot 19.05 delivered by Knight Dragon: 907 homes (37 per cent affordable, blended) • Kidbrooke: 197 homes (90 per cent affordable) • St Ann's, Phase 1a: 239 homes (39 per cent affordable)
<p>Ensuring the safety and security of London.</p>	<p>GLAP has worked closely with its development partners to ensure that work to remediate buildings, where required, is undertaken as soon as possible, to ensure that all life-critical fire-safety works are addressed.</p> <p>GLAP's development partners have full responsibility for remediating unsafe cladding and all life-critical fire-safety defects. GLAP is committed to holding its developers to account. GLAP does not have any regulatory role regarding building control.</p>

<p>Fighting for London’s economy – supporting business, boosting skills and raising living standards for all Londoners.</p>	<p>The Royal Docks is London’s only Enterprise Zone, providing tax breaks and other business incentives to attract investment and support economic growth. In total 35,000 jobs are forecast within the zone.</p> <p>In 2022-23 GLAP’s East Plus Partnership with SEGRO has supported five internship places at ‘Habitat for Humanity’. The ‘Stepz’ programme has also provided training for 30 unemployed people in the first tranche with eight beneficiaries having since secured employment from this programme.</p> <p>In June 2022, Plot 1 SEGRO Park Dagenham (Reef Street), a development of freehold small industrial units, was completed. This development gives SMEs the opportunity to purchase freehold units (rather than leasehold, which is typical). These have been in demand and are popular with local businesses in east London: 85 per cent of units have been sold to small east London businesses, including several City Markets traders.</p> <p>In February 2023, detailed planning permission was granted for proposed multi-storey development at Plots 2 and 3 SEGRO Park Dagenham, within the East Plus partnership (totalling 420,000sqft). These plots will provide industrial intensification, and demonstrate the potential for multi-storey industrial development in line with policy E7 of the London Plan.</p>
<p>Making London a net-zero city by 2030; significantly improving air quality; and making transport more affordable, better and greener.</p>	<p>At Barking Riverside, the new London Overground station opened in July 2022, and the Thames Clipper service opened in April 2022.</p> <p>This has helped to improve the accessibility of Barking Riverside; and promoted better and greener transport options for local communities in the area.</p> <p>Major public realm improvement works were explored in the Royal Docks, with the intention of increasing accessibility to green space, planting hundreds of trees and promoting sustainable drainage. One result of this is the active travel and greening works to Silvertown Way.</p> <p>In 2022-23, GLAP worked closely across the GLA Group to explore potential locations for electric vehicle charging points to be installed on its land. GLAP continued to work closely with stakeholders to seek commitment for the delivery of Beam Park station.</p>

<p>Making sure Londoners from all walks of life can enjoy arts and culture.</p>	<p>There are vibrant arts and cultural programmes at Royal Docks. In 2022-23, this included the following:</p> <ul style="list-style-type: none"> • Ensemble Festival in July 2022, produced by local theatre company Certain Blacks, with performances and community events including circus, dance and storytelling. • Totally Thames 2022 events, including talks on the heritage of the Royal Docks and the London Ironworks Football Team, which went on to become West Ham United. • Sea Change sustainability season in 2023, connecting global artists with leading UCL academics, inspired by research into sustainable responses to the current climate emergency. • GLAP has also been investing in creative workspace at the Silver Building with tenants including Craig Green (fashion designer) and Block 9 (set design). <p>On Greenwich Peninsula, businesses such as Queercircle and Clod Ensemble have benefited from affordable rents at Design District, where GLAP is a co-investor (alongside Knight Dragon).</p> <p>At Now Gallery, there has been a full programme of free exhibitions on art, fashion, photography and design. GLAP is also exploring the potential for a private-sector-led Creative Enterprise Zone on the Peninsula.</p>
<p>Encouraging London's diverse communities to come together for an inclusive London.</p>	<p>GLAP's development sites bring forward new social infrastructure benefiting existing and new communities (including schools, community spaces, health centres and libraries). Diverse communities can come together in using these spaces. Community initiatives are run by the Royal Docks team and GLAP, in collaboration with our development partners. When choosing development partners, GLAP now requires equality, diversity and inclusion (EDI) action plans from all bidding parties. These mandatory action plans are mandatory have pass/fail threshold. This ensures that social value is delivered through GLAP's development and investment activity.</p>

Strategic development projects review

Project portfolio

The portfolio is mainly owned freehold with some long-leasehold interests. The vast bulk of GLAP's assets are held in development sites. However, there are other assets held as investments – including the ExCeL Centre in the Royal Docks and other premises let to commercial tenants and non-profit-making community interests. Some of the development sites have temporary buildings that are let to local businesses until construction works can commence (meanwhile uses). Residual interests in previously developed land holdings are also held, as well as some infrastructure such as roads and amenity areas.

Most of the developable land inherited in 2012 is in contract with development partners, although new opportunities through acquisitions, investments and renegotiations of current deals provide GLAP with opportunities to review its position against the Mayor's priorities.

Some of GLAP's properties are used for operational purposes. One such asset is Thames Barrier Park, in the Royal Docks.

Summary of GLAP's strategic development sites

Royal Docks, Newham

This is one of the largest regeneration projects in London, comprising approximately 76 hectares of development. Key development sites within the Enterprise Zone are Silvertown Quays, Royal Albert Dock (RAD), Royal Albert Wharf, Thameside West and Albert Island. These are part of the Royal Docks and Beckton Riverside Opportunity Area, which will deliver 38,600 new homes. As well as this, the developments above involve the creation of new commercial and industrial employment space; a new boatyard and use of the docks; and the restoration of the iconic listed Millennium Mills. More information is available at www.royaldocks.london.

Greenwich Peninsula, Greenwich

GLAP is freeholder of the strategic landholding, and is in two long-term development agreements: one with Knight Dragon Development Limited; and one with Greenwich Millennium Village Limited (GMVL) (Taylor Wimpey and Countryside Partnerships). Since 2012, these developments have together delivered over 2,500 homes; they will deliver a total of approximately 20,000 homes. These development sites – in addition to the O2 Arena, Ravensbourne University and existing offices at Mitre Passage – will create over 12,000 jobs in total.



Clockwise from top left: Royal Docks; Greenwich Peninsula; Blackwall Reach; and Stephenson Street/ TwelveTrees Park.

Stephenson Street/TwelveTrees Park, Newham

Phase 1 started on site in 2020. This development comprises 1,145 homes (of which 32 per cent are affordable) and substantial infrastructure investment, including new pedestrian bridges, a school and the first phase of a new 4.5 acre park. A further 2,700 homes are planned in future phases.

Blackwall Reach, Tower Hamlets

A multi-phase residential-led development near the Blackwall DLR station, seeking to deliver 1,575 homes, including 50 per cent affordable homes. The first phase has completed, with Phase 2 due to complete. This brings the total units completed to over 600 homes.

75 Bugsby's Way, Greenwich

This site and development opportunity seeks to demonstrate industrial intensification and innovation, whilst achieving high levels of sustainability.

GLAP commenced the procurement process to select an industrial development partner in September 2022, with the launch of the contract notice for this development opportunity. GLAP intends to enter into a development agreement where it will take a risk-sharing position with its partner. This is to support the viability of the project; and to enable GLAP to learn from the development until its exit, post-stabilisation.

St Ann's Hospital site, Haringey

Approximately seven hectares of surplus land (including buildings) were acquired from an NHS Trust in March 2018, to optimise residential redevelopment on the site and deliver affordable housing. When purchased, the site had planning permission for 470 new homes with 14 per cent affordable. GLAP has since entered into a contract with Catalyst (now Peabody). The scheme now has planning for up to 995 homes, of which 60 per cent will be affordable, including 22 homes for NHS staff. The scheme started on site in March 2023.

Beam Park, Barking and Dagenham/Havering

Beam Park is a large, multi-phase mixed use development on brown- field land that has already completed Phases 1 and 2, with over 760 homes delivered, of which over 400 are affordable.

These first two phases have also included 1,850 sqm of commercial and community space; and a linear park and gardens. The construction of Havering School has commenced; as has that of the medical centre, to be delivered in 2024. In future phases, a large supermarket, a nursery, a gym and a multi-faith community centre will be provided.

Overall, there are six phases to the development, and is programmed to complete in 2030. In the next year, it is hoped that consent will be granted for the new hybrid planning application, which will uplift the total number of homes across the masterplan from 3,000 to nearly 4,000. This will optimise the land on the Barking and Dagenham portion of the site; and includes 3,119 homes (50 per cent affordable) across phases 2B, 3, 4, 5, 6, 7 and 8.





Above: East Plus (SEGRO Park Rainham) (left) and Barking Riverside

East Plus, Newham, Barking and Dagenham, and Havering

In 2016 GLAP and SEGRO entered a partnership of up to 15 years, called East Plus. This aims to bring forward a varied portfolio of 86 acres of underused industrial land for high-quality industrial development, in the east London boroughs of Newham, Barking and Dagenham, and Havering. The partnership is forecast to deliver up to 4,400 jobs.

So far, over 630,000 sqft of development has been delivered, providing 56 industrial units for 50 businesses and supporting 800 full-time jobs. Up to 998,815 sqft of development is still to be delivered in LB Barking and Dagenham, and LB Havering.

Barking Riverside, Barking and Dagenham

A joint venture with L&Q, Barking Riverside is a major long-term development of 178 hectares. This started in 2004, and has delivered nearly 2,000 of the 10,800 homes within the outline planning consent; 37 per cent of completed homes are affordable.

Three primary schools, a secondary school and a special needs school have been provided. A new overground station and river boat service also opened in 2022. A community and event space, in addition to Oystercatcher Park, has opened to the public and a wellbeing hub is in development. The development will complete in the 2030s.

Delivery to date

Since 2012, GLAP has enabled just over 24,000 housing starts (of which around 9,100 are affordable) and nearly 15,800 completions (including 5,633 affordable homes) on its land and joint venture interests.

From 2016-17 to 2022-23, during Sadiq Khan's mayoral administration, GLAP has enabled 17,477 starts (and 6,818 affordable starts, representing 39 per cent affordable housing) and just under 11,500 completions (and circa 4,000 affordable completions) on its land and joint venture interests. Starts have averaged around 2,500 homes per financial year with an average of circa 1,640 homes per financial year for completions. There is a lag between starts and completions, meaning the number of completions will rise in future years as the increased number of starts reach practical completion.

GLAP has also enabled the delivery of nearly 2 million sqft of employment floorspace on its development land since 2012.

Graph 1: GLAP's achieved starts on site from 2016-17 to 2022-23

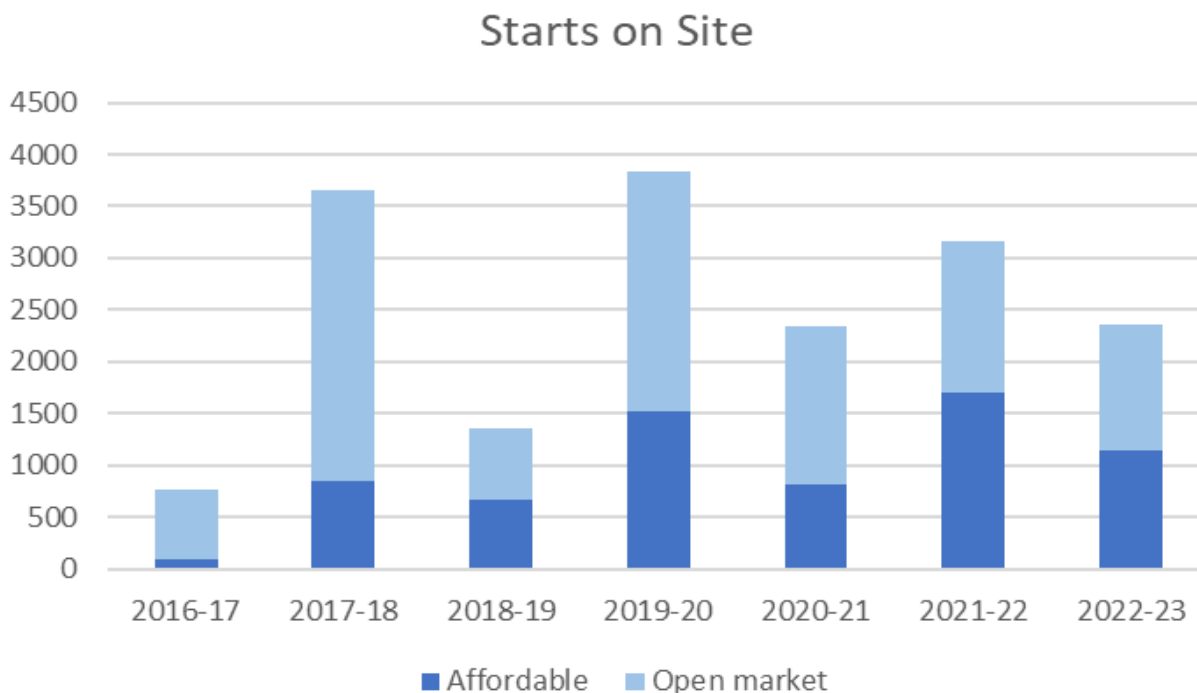


Table 1: GLAP's achieved starts on site from 2016-17 to 2022-23

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	Total
All tenures	766	3,653	1,363	3,833	2,339	3,158	2364	17,476
Affordable housing	96	856	671	1,527	824	1,703	1,141	6,818
Affordable percentage	12.5 per cent	23.4 per cent	49.2 per cent	39.8 per cent	35.2 per cent	53.9 per cent	48.2 per cent	39.0 per cent

Forecast housing delivery

GLAP is forecast to deliver a further 40,599 homes from 2023-24 onwards across its development sites. Table 2, below, shows the forecast number of homes to start on site on GLAP's land and joint venture interests from 2023-24 onwards.

Table 2: Forecast starts on site from 2023-24 onwards

	2023-24	2024-25 onwards
All tenures	600	39,999
Affordable housing	250	13,940
Affordable percentage	41.6 per cent	34.8 per cent

Much of GLAP's development land was disposed of prior to the election of the current Mayor and subsequent agreement of his policy for 50 per cent affordable housing on public land. These historic arrangements mean it is unlikely that GLAP will be able to achieve 50 per cent affordable housing across its programme overall. It is forecast that 36 per cent affordable housing will be delivered across GLAP's programme. However, GLAP uses all opportunities to renegotiate and improve the position on affordable housing delivery across its development sites, balancing against GLAP's land receipts. For all new disposals, GLAP require development partners to deliver no less than 50 per cent affordable housing in accordance with London Plan policy.

Whilst the majority of GLAP's land has been brought into beneficial use, including for non-residential purposes, a significant proportion of starts on site (59 per cent) and completions (75 per cent) remain as forecasts. Some of GLAP's strategic projects, and their delivery status, are summarised in Table 3, below.

Approximately half of the overall delivery pipeline (including starts achieved to date) sits with GLAP's two main development projects: Greenwich Peninsula and Barking Riverside. Over two-thirds (68 per cent) of GLAP's overall delivery programme sits with three developer counterparties: Knight Dragon at Greenwich Peninsula (29 per cent); L&Q at Barking Riverside (21 per cent); and Berkeley Group at Stephenson Street, Kidbrooke and Haringey Heartlands (18 per cent).

Table 3: Selection of GLAP's strategic projects, with detail of delivery status

Project	Delivery partner	Status	Total homes	Affordable (habitable room)	Remaining to start on site
Greenwich Peninsula	Knight Dragon	On site	17,487	30 per cent	85 per cent
Barking Riverside	L&Q	On site	12,480	50 per cent	79 per cent
Thameside West	Keystone	Pre-procurement	5,000	39 per cent	100 per cent
Stephenson Street	Berkeley Group	On site	3,847	40 per cent ¹	73 per cent
Beam Park	Countryside	On site	3,030	50 per cent	62 per cent
Silvertown Quays	Lendlease/Starwood	On site	6,000	50 per cent	75 per cent

¹ An additional equivalent 10 per cent affordable housing payment in-lieu was made to LB Newham towards their council housebuilding programme. The figure of 40 per cent affordable housing represents the on-site delivery.

Greenwich Millennium Village	Countryside and Taylor Wimpey	On site	2,844	20 per cent	17 per cent
Gallions Quarter	Notting Hill Genesis	On site	1,800	40 per cent	0 per cent
St Ann's Hospital	Peabody	On site	995	60 per cent	76 per cent
Blackwall Reach	Sanctuary	On site	924	52 per cent	34 per cent

Risks and issues

GLAP broadly operates within the residential and commercial development sectors. Overall, it is predominantly exposed to the residential market, with over 90 per cent of expected land revenue coming from residential or residential-led mixed use development sites.

The current macro-economic conditions are presenting delivery risks to GLAP's pipeline housing and commercial development programme. There is also uncertainty regarding fire safety legislative changes. These factors are causing short-term shocks to GLAP's programme and receipts forecasts, with medium-term implications. GLAP is working proactively with development partners to mitigate impacts and support ongoing delivery, as far as possible. The key overall risks and issues, with mitigation, are summarised below:

Risk	Risk narrative	Risk rating	Mitigation
Reduced viability caused by increasing interest rates and build-cost inflation	<p>The macro-economic conditions and outlook are negatively impacting land values and scheme viability. This is leading to slowdown in delivery overall, and increased uncertainty in forecasting for both residential and commercial schemes. Delivering higher levels of affordable housing is increasingly challenging.</p> <p>This also affects GLAP's rate of borrowing, as well as its asset valuation, which impacts its balance sheet and therefore its financial flexibility in its business planning.</p>	Red	<p>GLAP proactively and pragmatically engaging with development partners; and considering planning amendments, grant requests and contract amendments where reasonable, justified and possible.</p> <p>Within the constraints of GLAP's contractual agreements, it encourages partners to keep momentum of delivery. For new disposals, GLAP continues to bring opportunities to market to ensure delivery is maintained and considering different routes to market.</p>
Delays and uncertainty due to the regulatory reform on	GLAP's projects are typically above 18 metres in height. Developers with schemes in planning have	Red	GLAP working closely with colleagues across the GLA, to get clarity from DLUHC. The L&D team is working with

second staircases and specification details	quickly responded to introduce second staircases in buildings above 30 metres; and consider design changes in buildings above 18 metres. There is a lack of clarity on the design requirements, which is delaying programmes and impacting viability.		development partners to understand implications; and is considering contract variations to provide time to assess options/wait until regulatory certainty is in place.
Delays and general forecasting certainty	<p>Issues on viability and fire safety regulatory reform are leading to delays to delivery under the current development agreement.</p> <p>Delays mean GLAP's housing delivery forecast needs to be reprofiled, with a slower pace of delivery and delayed land receipts incoming. These issues are exacerbated by GLAP's sites being complex and requiring significant infrastructure investment. GLAP has a concentration of pipeline with a small pool of development partners on large sites, making GLAP more vulnerable to delays on these sites.</p>	Red	<p>Close monitoring and management of forecast delivery programme and land receipts, with regular internal reporting and risk management for GLAP.</p> <p>Focused attention on strategic projects that are critical to GLAP's delivery programme, in relation to housing delivery and land receipts. Working collaboratively with these development partners to overcome barriers.</p> <p>Meanwhile uses will be explored to generate revenue, mitigating the impact of increased holding costs for sites where viable.</p>
Achieving 50 per cent affordable housing across GLAP's housing delivery programme	Most of GLAP's strategic development sites were disposed of prior to the 50 per cent affordable housing policy on public land. GLAP's historical contractual position within some development agreements is therefore lower than 50 per cent. Due to these prior historic arrangements, it is unlikely that GLAP can achieve its aspiration of 50 per cent affordable housing across	Red	For new disposals, GLAP sets minimum requirements for developers to deliver no less than 50 per cent affordable housing. St Ann's Hospital, for example, is delivering 60 per cent affordable housing, and North Middlesex University Hospital site (live procurement) requires 50 per cent affordable housing, despite challenging market conditions.

	<p>its programme overall. This is further compromised by current macro-economic conditions.</p>		<p>GLAP uses all opportunities to renegotiate and improve the position on affordable housing delivery across its development sites. This needs to be balanced against GLAP's land receipts.</p>
<p>Market appetite for new disposals</p>	<p>New business has slowed down/stalled for some developers and housing associations, due to market conditions. GLAP has several upcoming, large and strategic disposals in the pipeline, such as Royal Albert Dock and Blackhorse Yard; and current sites in live procurement such as 75 Bugsby's Way (industrial) and North Middlesex University Hospital.</p> <p>GLAP is reliant on securing the right partners to bring sites forward, in line with Mayoral objectives.</p>	<p>Amber</p>	<p>GLAP is working with its professional advisers to undertake detailed soft-market testing ahead of launching opportunities to the market; and carefully developing its procurement strategies to optimise the attractiveness of the development opportunities.</p> <p>Recent work has included providing detailed planning briefs with endorsement from planning authorities to reduce planning risk.</p> <p>GLAP is also considering more flexible partnering arrangements in the form of joint-ventures/investment partnerships to respond to the need for more risk sharing between public and private sector.</p> <p>Where terms are in drafting, consideration for flexibility in the form of overage is also included to capture a potential future market recovery.</p>
<p>Grant funding availability and levels post-2026</p>	<p>The GLA's Affordable Homes Programme 2021-26 only provides grant funding for schemes that start by 31 March 2026 and complete by 31 March 2029. However, GLAP's delivery programme goes</p>	<p>Amber</p>	<p>GLAP and development partners making high-level assumptions on grant availability and levels after the current Affordable Homes Programme, based on current requirements related</p>

	significantly beyond those dates. This creates uncertainty in a challenging economic climate, where grant rates are critical to deliver high levels of affordable housing.		to tenure, negotiated rates and additionality.
Ability to meet Mayor's strategic, social, economic, and environmental ambitions and innovative forms of development	GLAP is a commercial entity that needs to make a profit; this profit is reinvested in pursuing the Mayor's housing objectives. The current context creates a challenge in generating profit and in balancing this requirement against the GLA's wider ambitions to drive additional social, economic or environmental outcomes from its sites, or test new modes of delivery.	Amber	<p>GLAP prioritises the delivery of affordable housing on sites, whilst seeking to deliver against the Mayor's social and environmental objectives.</p> <p>GLAP works collaboratively across GLA Group; and actively participates in knowledge sharing to reflect best practice and incorporate lessons learned. This particularly relates to the improvement of processes and requirements in new disposals related to social and environmental outcomes.</p>
For many GLAP sites, their size requires significant transport infrastructure to enable development to proceed; TfL's funding position makes this challenging.	Key developments are (or have been) reliant on transport infrastructure improvements. In some cases, there has been delay to projects because of this, or because their future development remains at risk unless funding is found. Examples including Beam Park (national rail station), Stephenson Street (connection to West Ham station), Silvertown (Pontoon Dock DLR station upgrade), Thameside West (Thames Wharf new DLR station) and Greenwich Peninsula (over-station development).	Amber	Strong dialogue with TfL and the government about capital funding to ensure the impact of the investment is clear.

Key projects strategy 2023-24

Royal Docks

Silvertown Quays

The headlease for Phase 1.1 has been successfully drawn down by The Silvertown Partnership (TSP). Enabling works are under way with the first vertical build commenced on the first residential plot. In parallel to this, TSP secured (in March 2022) a major Homes England finance facility to fund enabling works, the refurbishment of Millennium Mills and the construction of a new bridge.

TSP submitted a revised masterplan for the remainder of the site. This delivers more homes and a high rate of affordable housing. It will be determined by LB Newham in 2024. TSP also received a planning decision from LB Newham on the new bridge across Royal Victoria Dock (linking the site and the southern Royal Docks to the Elizabeth Line at Custom House). TSP also intends to draw down Millennium Mills and further funding from the Homes England facility in the coming year.

Royal Albert Dock

GLAP successfully terminated the development agreement for RAD because of the failure of the previous developer to meet their obligations. This is after the completion of the Phase 1 buildings, which were subsequently taken into liquidation and transferred to a new company, DPK.

The remainder of the site remains in the control of GLAP; and a new procurement process for a new development partner will commence in early 2024. This follows an extensive review and stakeholder-engagement process to form a view as to the future of the site.

Albert Island

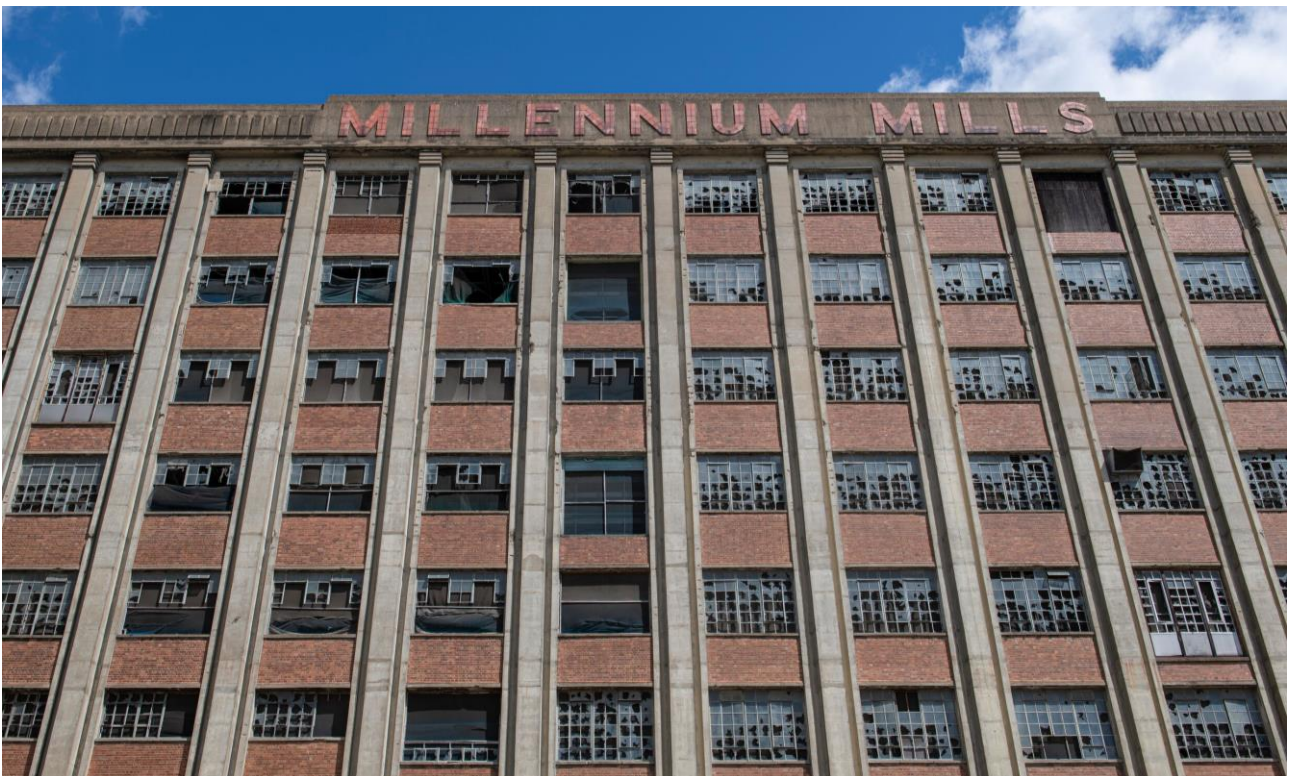
Planning approval has been received, and a section 106 agreement has been signed by both parties. As part of the comprehensive development obligations, there is a preferred operator for the boatyard and commercial discussions are progressing. It is hoped that a Memorandum of Agreement will be signed in the second quarter, laying out the operations for the delivery of the commercial and industrial elements of the scheme – with proposed dates for start on site in 2024.

ExCeL

The venue continues to recover successfully from the impact of closing during COVID-19. A new immersive entertainment experience has opened as part of an expansion of the venue's offer; this has been very successful, with more visitors coming to the area. Alongside this, ExCeL is investing in the third phase of the exhibition and convention centre; and is building a 25 per cent increase in floor area. These projects should be complete in 2024.

Thameside West

The GLAP land holdings are part of a larger site also owned by Silvertown Homes Limited (SHL). Planning for the whole site was secured for 5,000 new homes. GLAP and SHL are working together to secure a delivery strategy for the site once the works on the new Silvertown Tunnel are complete in 2025.



Above from top: Royal Albert Dock and Millennium Mills

Greenwich Peninsula, Greenwich

2019 masterplan sites

The 2019 masterplan was consented in September 2022 (ref: 19/2733/O). It increased the overall number of homes to be delivered on the Peninsula by 1,757, making a total of 17,487; and increased site-wide levels of affordable housing from 25 per cent by unit to 28 per cent by unit. Since the consent, Knight Dragon has commenced on Plot 19.05, and submitted planning for three further plots (Plots 1.02, 1.03 and M0121). L&Q (which had novated Knight Dragon's option for Plots 18.02 and 18.03) acquired these plots in December 2022, and started on site by March 2023. L&Q is delivering 70 per cent affordable housing across in this development of 476 homes.

In 2023-24, GLAP is working closely with Knight Dragon and L&Q as it continues to construct its development plots; and with Knight Dragon, in respect of its plots, in planning to ensure pace of development under the 2019 masterplan is maintained. Under the new housing delivery strategy for the Greenwich Peninsula, GLAP will assist Knight Dragon to identify and select a partner to deliver the next available plots (Plots 17.01 to 17.04) within the Brickfields neighbourhood. This will deliver between 50 per cent and 60 per cent affordable housing across the neighbourhood.

The 2019 masterplan section 106 agreement provides for infrastructure delivery to serve the needs of a growing population on the Peninsula. The first major item will be the delivery of a new primary school, which is required to be built prior to the occupation of 2,500 homes under the new masterplan. A new bus station is also required to be built prior to the occupation of 3,000 homes. In 2023-24, GLAP will be working with Knight Dragon and stakeholders to plan for these infrastructure works; and to progress the delivery strategy for the Peninsula Central neighbourhood with Knight Dragon, Places for London and TfL.

GLAP will work with adjacent developers and stakeholders to bring development forward on adjacent sites where GLAP holds a land interest, such as Plot N0201 (1 Peninsula Square) with AEG; and to encourage coordination on both strategic and operational matters.



Above: Greenwich Peninsula, Plots 18.02 and 18.03 (left), and Plots 1.02 and 1.03



Above: Greenwich Millennium Village Phase 3 (left) and 75 Bugsby Way

Greenwich Millennium Village

GMVL has been building out its masterplan under its revised outline planning consent since 2013. To date, GMVL has delivered 1,078 new homes, out of the 1,746 homes granted. GMVL expects to deliver all of the 1,746 homes and non-residential floorspace by 2029. During 2023-24, GLAP will work closely with GMVL as it continues the construction of Blocks 202 and 203, providing a further 179 homes, a 750-sqm community centre and a 500-sqm nursery. GMVL and GLAP will also prepare for the next land drawdowns in Phase 4 of the development; and explore opportunities for increasing affordable housing delivery on the final phase of development.

75 Bugsby's Way

Throughout 2023-24, GLAP plans to progress with the procurement of a development partner for this multi-level industrial site. GLAP will undertake a competitive procedure with a negotiation route for this procurement, allowing GLAP to negotiate with shortlisted bidders on their initial tender response, given the innovative nature of this development and GLAP's high aspirations. Thus 2024-25 will be an important year, with the selection of a partner.

Stephenson Street/Twelve Trees Park

A Reserved Matters Application for Phase 2 was submitted in October 2022, including 1,097 homes of which 49 per cent affordable. However, given changes to fire safety requirements, Berkeley Group and GLAP are looking into further design changes to ensure compliance. The current focus is on supporting project viability and deliverability in reviewing historical delays related to the infrastructure requirements on the project; and assessing design changes that may be required to address viability and fire safety requirements.



Above from top: Stephenson Street/TwelveTrees Park Phase 1 and St Ann's Hospital site

Blackwall Reach

GLAP is focused on maintaining delivery of future phases across the project. It is working in partnership with LB Tower Hamlets and Sanctuary Housing (which recently merged with Swan Housing). Discussions are under way with Sanctuary Housing Association regarding the upcoming phase 3, including its delivery strategy, early design options and timetable. Phase 4a of the masterplan is due to be delivered by a joint venture and is subject to ongoing negotiations with the current leaseholder on this GLAP site.

St Ann's Hospital site

Enabling works on Phase 1a started in March 2023, with Peabody and Hill Group mobilising for demolition and construction works. GLAP will be working closely with Peabody and Hill Group to achieve an unconditional development agreement, finalise and complete building leases and progress with enabling works on Phase 1a.

Alongside this, throughout the year, design development will progress up to a Reserved Matters planning submission for Phase 1b. A competition was launched by GLA to select a community-led housing group that will work with Peabody to deliver the 56 community-led homes. During the year, community engagement was carried out to gain input on the proposed scheme designs; and to develop a meanwhile use strategy.

East Plus

Mid-way through the 10-15-year partnership, GLAP and SEGRO will commission a review of what has been achieved so far, as against what was originally envisaged in the disposal of the sites. This review will also look ahead to future opportunities of the partnership, and how the East Plus model could be used as a template for other public-sector organisations.

On development plots, GLAP will work closely with SEGRO to agree development sequencing of plots; and to progress design development of upcoming plots to ensure respective sustainability aspirations can be achieved – for example, at 80 Courier Road in Rainham, which is targeted to have an 'outstanding' BREEAM rating.



Above: East Plus (80 Courier Road)

Strategic review: estate management

The TfL Estates Shared Service provides the estate management support for GLAP's c.635 hectare landholdings. The services the team provide include performance management and contract management of GLAP's estate and facilities managers; support to the development teams to help achieve the wider housing delivery and regeneration outcomes, including helping to realise the value of our assets; land acquisition support to sites acquired using the Mayor's Land Fund; project work; and health and safety compliance.

In addition to regeneration sites, there are a wide variety of other assets including: built out offices, retail, and industrial, leisure, training centres and other community buildings as well as some residential premises. GLAP is responsible also for Thames Barrier Park.



Above: Thames Barrier Park

Key activities in 2022-23

Acquisition of Triangle Site, Royal Docks

In March 2023 the Estates team supported the acquisition, from LB Newham, of a 0.42-hectare triangular parcel of land adjacent to City Hall. The "Triangle" site that was acquired, is part of the City Hall Quarter masterplan and a procurement process to select a development partner for the sites is expected to commence in mid-2024.

Demolition of Rank Hovis Building, Royal Docks

The Rank Hovis Building (RHB) is one of the remaining structures on Silvertown Quays, which is owned by GLAP. The site is subject to a master development agreement with TSP; but remains the responsibility of GLAP until TSP sign leases on a phased basis as it is developed.

On 23 June 2019, a fire broke out on the sixth floor of RHB, causing substantial damage. Following the fire, after a survey and appropriate specialist advice, demolition of the RHB was recommended to address safety risks. This was approved by MD3013 in July 2022. The works are specialist and include the removal of asbestos and asbestos-contaminated demolition arisings. The demolition is being undertaken by Rhodar Construction and is project managed by the Estates team with their managing agents on behalf of GLAP. Demolition is due to complete in October 2023.

Health and safety in the estate

The portfolio is managed to ensure compliance with all health and safety legislation. It is managed by GLAP's managing agents and reported on a quarterly basis to GLAP directors. Key activities are as set out below:

- inspections – all GLAP sites are regularly inspected to ensure that they are safe for employees, contractors and the general public; and that any remedial works are attended to
- annual health and safety assessments – all our sites are independently assessed annually by health and safety experts, and all recommendations for improvements implemented
- building compliance – development on our sites complies with all government recommendations and regulations regarding the use of building materials.

Risks and issues

Increased security and site management costs

In preparation for the drawdown of the land at Albert Island by the proposed developer, vacant possession of the tenanted plots was achieved. The subsequent ongoing delay with the commencement of the Albert Island redevelopment has meant that the developer's contractor team has moved off site and 24-hour security guarding is now required to prevent unauthorised access, with the financial implication this brings. The Estates team is working with all stakeholders to seek to minimise this cost and risk of unauthorised access where possible.

The termination of the development agreement at the Blackhorse Yard site in Q1 2023 will result in this site also needing to be secured on a 24-hour basis until such time that a new development partner can be identified.

GLAP retains the liability on development sites until they are transferred to development partners. Any delay in land drawdown therefore has the potential to add to GLAP's security and site management costs where there is vacant possession of land.

Sustainability

With the new Minimum Energy Efficiency Standard in April 2023, GLAP has needed to consider the implications across its estate and investment properties. This is ongoing and will require additional budget to comply with the increased standards.

Building safety

Where combustible cladding has been identified, GLAP engages with the responsible party to request that remedial action is taken urgently.

Estates: look ahead for 2023-24

Climate budgeting and sustainability

The Estates team will look at various measures across the estate to improve energy efficiency; and will seek funding to meet the Mayor's net-zero carbon target for 2030. Strategy and projects will require implementation to achieve carbon reduction across the portfolio as part of the GLA Climate Budget exercise. Implementation and delivery of low-carbon solutions can then proceed.

Building safety

The Estates team will continue to work closely with GLAP's development partners. It will be in contact with all stakeholders to ensure these partners have signed up to the government's pledge, and are undertaking works to remediate buildings to ensure they are safe.

Rank Hovis demolition

The demolition of the RHB will be safely completed, in line with programme, by October 2023.

Meanwhile uses

The potential for more meanwhile uses across GLAP's estate will be explored. This will involve work with the development team, our development partners (where relevant) and stakeholders to develop and implement a strategy for commercial and social purposes.

Environmental, social and governance review



The Mayor's key environmental commitments are as follows:

- Tackling air pollution through taking more polluting vehicles off the roads, monitoring air pollution in real time, reducing emissions targets for new buildings and introducing the Ultra Low Emissions Zone.
- Making London greener by designating it the first 'National Park City', protecting existing green spaces, increasing the number of street trees, and encouraging green roofs and buildings with the use of the urban greening factor.
- Making London a zero-carbon city by 2030, with a Solar Action Plan, promoting cleaner and renewable energy and water and supporting green technology entrepreneurs.

Sustainable development

GLAP follows the sustainability principles of the GLA as a whole, as set out in The London Plan (2021), and enables sustainable development, which creates a better quality of life for everyone now, without compromising the quality of life of future generations. The London Plan promotes a strategy of sustainable intensification, as part of Good Growth, which provides the basis for GLAP's sustainability approach.

The sustainable intensification strategy:

- focuses economic and housing growth on brownfield sites in Opportunity Areas and on publicly owned land; and uses small sites
- is a design-led approach to maximising densities in areas of high public transport accessibility
- focuses industrial land management on retention, intensification and co-locating with residential or complementary uses.

Current key achievements by GLAP in terms of sustainability include:

- incorporating sustainability standards as minimum requirements in new GLAP disposals (for example, land at North Middlesex University Hospital disposal) and insertion of carbon reduction and sustainability evaluation criteria to incentivise enhanced sustainability provision over and above the London Plan (for example, 75 Bugsby's Way procurement and invitation to tender)
- Support for the Royal Docks Centre for Sustainability, as a catalyst for urban environmental tech businesses in the area
- major public realm improvement works in Royal Docks, increasing accessibility to green space, planting hundreds of trees and promoting sustainable drainage.

East Plus industrial building 80 Courier Road, at SEGRO Park Rainham, aims to achieve an 'outstanding' BREEAM rating, and a 128 per cent reduction in CO₂e emissions compared to a Part L 2021 baseline (exceeding London Plan policy); and to maximise biodiversity gain.

In the coming year, GLAP will refocus attention on its environmental strategy and how it can achieve better sustainable development outcomes.



Above: Local business support at East Plus

Social value and impact

A proactive and vigorous approach to social value and EDI in built environment projects has been shown to deliver immediate, tangible benefits. These include more efficient consensus building; faster planning applications; improved design quality; greater user satisfaction; and successful integrated communities.

Within GLAP's portfolio, social value is embedded in various developments. This can be seen in several projects noted below. GLAP's key objectives are to continue to embed social value and EDI into new disposals of land; and to implement a tool and guidance to measure the social value outcomes.

Project	Summary of social value impact in 2022-23
East Plus	<p>Has created at least 613 jobs and a unique programme of local business support, training and development with:</p> <ul style="list-style-type: none"> • community employment programme – 2,243 unemployed adults and young people supported • schools work programme – over 2,500 pupils participating in the Gateway to Skills STEM Programme • £613,000 invested in community programmes since 2016.
St Ann's Hospital	<ul style="list-style-type: none"> • A competition was launched by the GLA to select a community-led housing group that will work with Peabody to deliver the 56 community-led homes. • Community engagement was carried out to gain input on the proposed scheme designs; and to develop a meanwhile use strategy that would benefit the local community.
Greenwich Peninsula	<p>In September 2022, the section 106 agreement for the Greenwich Peninsula was signed. This secured a £1.9m community fund to fund community projects, and voluntary-sector organisations that demonstrate social value.</p> <p>A key component of the Greenwich Peninsula Design District is the Affordable Commercial Space Fund. This is part of the section 106 agreement, and has a value of £7,749,115. This gives a discounted rate to SMEs that operate in the culture or creative industries, and could not otherwise afford to pay market rate.</p>

Governance at a glance

GLAP is fully integrated within existing governance and management structures of the GLA, adhering to the Mayoral Decision-Making Framework.

A GLAP Steering Group, made up of the GLAP Board of Directors, meets monthly to review and make decisions on projects (subject to the GLA's Decision-Making Framework) and financial matters that affect GLAP as a business. This includes estate management; and company performance and risk matters.

GLAP's Board of Directors is made up of:

- David Bellamy – Mayor's Chief of Staff
- Tom Copley – Deputy Mayor for Housing and Residential Development
- Executive Director of Resources
- Simon Powell – Assistant Director of Strategic Projects and Property
- Tim Steer – Executive Director of Housing and Land.

Their primary responsibility is to act in the best interest of GLAP and its stakeholders by ensuring effective governance, risk management and financial stewardship. The board sets the company's objectives, monitors its performance, and provides guidance to the executive team.

A Land Fund Investment Committee has been established as a GLAP sub-committee to provide leadership and direction to the use of the Land Fund, as well as any subsequent expansion of the Land Fund. It prepared the Investment Plan which was approved through MD2615. It is now responsible for regularly reviewing the Investment Plan; scrutinising proposals for intervention; and making decisions on asset acquisitions and disposals, loans and financial investments in accordance with the approved Investment Plan. Some of these investments are transacted through GLAP.

The Financial Risk and Oversight Board maintains a consolidated view of all direct and indirect financial exposures to external counterparties and sectors of the economy for the GLA (including GLAP), enabling the Executive Director of Resources to identify any concentrations of risk, opportunities for efficiency, best practice and, if necessary, formulate plans for appropriate action.

Our stakeholders

GLAP's primary objectives are those of the Mayor – including those set out in his strategies such as the London Plan, which have been developed for the benefit of GLAP's stakeholders. The groups of stakeholders are broad, but focus on London and its communities. They include partners, customers and the people of London. All have important relationships with GLAP, and we aim to engage positively and innovatively to maintain and improve existing and new relationships.

Local communities

GLAP is involved with local communities – both directly (through improvement programmes, development consultations and cultural events) and indirectly (through our

partners and local authorities). GLAP is focused on improving the lives of London's local communities.

Partnering developers

GLAP collaborates with a wide range of development partners to bring forward sustainable development of GLAP land and property. We rely on formal agreements, as well as the relationships we build, to deliver shared goals and meet our commitment to social and environmental responsibility.

Local authorities

GLAP fosters strategic engagement and information exchange with local authorities and other non-governmental public bodies, for the benefit of GLAP projects and delivering local authority policies.

GLA Group

GLAP works closely, in shared forums and groups, with TfL; the Old Oak and Park Royal Development Corporation; the London Legacy Development Corporation; the Mayor's Office for Policing and Crime; and London Fire Brigade. These share knowledge and best practice, and opportunities for joint working, to achieve communal ambitions for London as a whole.

Tenants

Through our estates and new occupants in developments, GLAP has a network of customers with whom we have a continuing relationship. We strive to engage with our customers professionally and fairly; and to support their needs in our interactions or via other GLA support programmes.

Finance review

Finance summary

At the time of preparing this report, the company's annual report and financial statement was undergoing financial audit. As such, the financial information provided in this report is unaudited and subject to change following the audit findings.

For 2022-23, GLAP reports gross loss of £5.6m (2022: £27.2m profit) with income amounting to £44.8m (2022: £38.1m). It made a loss after tax of £32.4m (2022: £17.7m profit).

Development income

Core development income is received in the form of land receipts and overage. Most land receipts are contingent on land drawdowns from GLAP's development partners. Therefore, this is variable depending on development programmes and market conditions. Overage is conditional on scheme performance, which fluctuates and therefore may not be payable.

The land which is disposed of is typically inherited from previous agencies: the London Development Agency, the London Thames Gateway Development Corporation and the Homes and Communities Agency (now Homes England). However, in limited and recent cases GLAP acquired land, with a view to dispose of it at a later stage.

Development expenditure

Core costs include land acquisitions, as in the case of the acquisition of St Ann's Hospital site; land at the North Middlesex University hospital site; the Triangle site adjacent to City Hall; and Royal Docks Management Authority interests at the Albert Island site in the Royal Docks. Other costs include the cost of sales (e.g. agency costs, legal costs and the book value of the asset); and due diligence and feasibility costs.

Estate and asset management

GLAP owns several investment properties across London that are leased and rented out to tenants. These properties are held in a portfolio that is managed by Avison Young as managing agents on behalf of GLAP. They monitor and maintain the properties, collect rents due and pay any expense. The net collected funds are paid to GLAP on a regular basis, with estates income and expenditure regularly reported to GLAP Directors.

Loans to third parties

Loans to third parties are transacted from GLAP, but may be funded by the GLA. There are several loans to third parties involving land or development that are of a commercial nature; therefore, the lender is GLAP. Loans that are not funded by GLAP's own resources are funded by a back-to-back inter-company loan from the GLA (for example, Housing Zone Loans and loans that may be funded by the DLUHC Land Fund). These transactions involve the collection of interest from the third party and payment of interest to the GLA. The loans are carefully monitored to ensure interest and capital payments are paid when due. As at 31 March 2023, £48.7m of new loans were advanced.

Loan investments – non-current

	31 March 2023 £000	31 March 2022 £000
Loans to joint venture	96,713	65,951
Loan to Limited Partnership	22,454	23,319
Infrastructure loans	125,475	120,676
At 31 March	244,642	209,946

	2023 £000	2022 £000
At 1 April	209,946	234,784
Loans advanced in year	48,730	31,556
Interest receivable	4,063	3,344
Repayments	(10,317)	(29,730)
Discount Unwinding	124	-
Expected credit loss provision	(7,039)	(5,055)
Fair value adjustment (FVTPL)	(865)	1,065
Loans reclassified as non-current	-	(26,018)
Write down to fair value on initial recognition (Amortised cost)	-	-
At 31 March	244,642	209,946

Recipients from the sale of equity mortgages

These legacy transactions are outside the control of GLAP; but arise from the sale of shared ownership properties in which GLAP inherited a partial share of the ownership. If the shared owner of the property decides to dispose of it, GLAP receives their share of any sales proceeds.

General administrative expenditure

These are incurred in the course of GLAP's business, such as portfolio valuation costs and other administration costs. A large part of these costs is a recharge from the GLA as GLAP does not employ staff directly but receives administrative services from GLA employees and have costs paid for by the GLA.

The Mayor's Land Fund

In 2017, the Mayor established the Land Fund to acquire land, and to prepare land for new and affordable housing – £250m of this will be funded by the sale of GLAP land and assets. It is intended that the funding will recycle over time to continue unlocking opportunities across the capital. The purpose of the fund is to have a more interventionist approach in London's land market, with the aims of: building more social rented and other genuinely affordable homes; accelerating the speed of building; and capturing value uplift for public benefit.

The Fund made several investments in 2021-22, including a recoverable commitment of £32.8m to fund the delivery of the new station at Beam Park. Whilst other opportunities are progressing, GLAP officers are working on proposals to use the remainder of the funds with private sector co-investment.

Managing risks

Financial project level and corporate risks are regularly discussed and reported within the GLAP Steering Group. GLAP is committed to systematically identifying, assessing, managing and monitoring business risks.

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