

# THE NEW LONDON AGENDA



# NLA & THE NEW LONDON AGENDA

The New London Agenda is NLA's framework for best practice in city-making—taken from 18 years of experience in London, and with direct contributions from over 400 people across public, private and charitable sectors.

*Published in January 2024*

© NLA – London's built  
environment community

NLA is London's built environment community, a membership organisation for everyone with an interest in London's built environment.

Spanning public and private sectors, our members work across all aspects of city planning, design, development and management.

Collectively, we seek to engage everyone in the discussion about the future of our city—from school children and community groups to political leaders and international investors—leveraging our London models and public galleries at The London Centre in the City of London, as well as our extensive programme and communication channels.

We act as a catalyst and a convenor to foster new ideas and partnerships, improve skills and industry diversity and encourage wider participation in decision making.

Together, we shape a better city for everyone.

The New London Agenda is our framework for best practice in city-making—taken from 18 years of experience in London, and with direct contributions from over 400 people across public, private and charitable sectors.



# FOREWORD



Ariel view of central London looking west © Jason Hawkes

## SADIE MORGAN OBE, CHAIR, NEW LONDON SOUNDING BOARD

The New London Agenda is a document born from a mix of passion, frustration and optimism. Passion for a city we all love; frustration that there is still so much to fix; and eternal optimism in our ability to fix it.

2024 will be a pivotal moment for London, with a mayoral election and a general election likely to occur in the same year. Regardless of the result, the best outcome will be more long-term certainty and clarity on the policy and economic landscape.

Politics is of course only one factor. As the built environment community, we are having to adapt to huge changes to working and lifestyle patterns, attitudes to safety, the urgent requirement to address climate

change, increasing societal inequalities, public trust in the property industry and a step change in both the nature and costs of financing and construction. The list goes on and on and it is hard not to feel dispirited at the enormity of the task ahead.

Thankfully London is a city with a unique and seemingly inexhaustible ability to reinvent and renew itself—but it needs our help.

Which is why NLA has chosen this moment to launch the New London Agenda—a framework for what we believe good city-making looks like. The diversity of the contributions reflects the human resource that the NLA can convene and engage. The credibility of this document comes from a history of 18 years of research, discussion and public dissemination across all aspects of London, together with the expert minds of some 400 professionals sitting on our five Committees and 15 Expert Panels over the last 18 months.

It is this range of voices that helps to identify the challenges ahead and offer ideas on ways to tackle them. Curated by NLA, together with the guiding mind of the New London Sounding Board, the New London Agenda serves as the manifestation of our commitment to make things happen.

This document does not conclude with an elusive silver bullet but sets out a practical framework for actors in the built environment to deliver the best outcomes for those that live, work, visit and invest in London over the long-term. Our aim is to encourage and inspire you to become part of the movement to ensure we collectively take this opportunity to build a London fit for all its citizens and respectful of the world's limited resources.

London is made from the people it touches, which is all of us, so it is up to us to help and do so with the pride, optimism, enthusiasm, empathy and love that this city and its population deserves.

## CATHERINE STANILAND, DIRECTOR, NLA

For the last 18 years, NLA has sat at the heart of an ecosystem of people and businesses who shape our city—London's built environment community. Spanning public, private and charitable sectors, this community has wide-ranging influence over our experience of the city and the way it operates and grows—from the quality and accessibility of our homes to the ease of our travel, the safety of our streets and the quality of air we breathe.

Composed of planners, architects, developers, engineers, investors, lawyers, contractors, community groups, local officials, elected leaders and more, those who shape our city have their own diverse skill sets and professional languages, learned through distinct training paths. And yet, to create places rich in quality and responsive to people's needs, each of these must work together, collaborate, and find new ways to leverage land, finance and technology. The built environment is one of the most highly interconnected industries in the world.

Since our foundation in 2005, NLA has provided a platform for these people to come together, breaking down barriers and focusing attention on the role that each has to play in shaping a better city for the Londoners they serve. Today, this community includes over 600 businesses, and 30,000 individuals, and it continues to grow. Through our public galleries at The London Centre, events, research and communications, this group engages with almost 1.2 million Londoners, young people, political leaders, investors and visitors, making visible, often for the first time, future plans for the city and providing a space for all voices to be heard.

In 2005 we wrote the New London Charter, a vision for the type of city that we believed London could be, which has since guided our policies and programme. In the intervening

years the context for city making has changed with a significance we could not have predicted. Societal, environmental and global political shifts offer us new ways of thinking on the role that 'place' has to play in our lives and wider world, and the ways in which we measure its value and contribution.

We believe that the built environment can, and must, grasp the opportunity to become a more active and positive agent in responding to the voices of our communities looking for safer, greener and more equitable places, while at the same time bridging the gap to those investors looking for places that deliver responsible, sustainable and long-term value.

And so now felt the time to add to this Charter, setting it this time not around a vision, but a set of fundamental principles that unite the very best of what the built environment can be and can offer to this great city to take us forward as we enter a new cycle of London's development—a framework for best practice in city-making.

We thank all of those who have contributed so much time and expertise to help shape the New London Agenda. Together, we will embed the Agenda into our work over the next four years, aligning with the next political cycle, to help facilitate positive change for London and drive our outreach in all corners of the city.

# EXECUTIVE SUMMARY

The New London Agenda is our framework for best practice in city-making, produced by NLA – London’s built environment community.

This community represents the broadest range of individuals and businesses with a role in shaping places across the capital, across public, private and charitable sectors and all aspects of city planning, design, development and management.

The Agenda sets out a framework that this diverse community can apply to projects of all scales and sizes, presenting how the built environment can be a key and intentional player in supporting London’s transition to a more equitable, sustainable and prosperous city, as London enters a new 30-year development cycle.

## WHY NOW?

London finds itself at an extraordinary moment of time, as it emerges from a 30-year development cycle and enters a new one. With this comes the need to think differently about how London’s built environment community can contribute to and measure its value for the capital.

## RESETTING OUR VALUES

London’s built environment community has a unique, and time-limited, opportunity to sit at the forefront of this next cycle. To do so it will need to embrace a new set of values that align with its intention to support London’s social, environmental and economic growth.

- **Taking Responsibility** for our role in shaping a city that delivers for its citizens
- **Providing Clarity** around our decisions and impact
- **Building Trust** between all those who should have a say in London’s future



# OUR SIX PILLARS OF PLACEMAKING

Over a period of 18 months, hundreds of stakeholders from across the city have come together to set out how we can deliver on these core values. Out of this has come the ‘Six Pillars of Placemaking’, applicable to places of all scales and sizes across the city.

Each of these pillars have been tested across London’s core sectors by NLA’s 15 Expert Panels, who set out examples of best practice, and specific workstreams currently in development.

- 1

*Focus on Health:*  
We will centre everything we do around the experience of people and their needs, the imperative for our built environment to improve human health and via this our relationship with planetary health
- 2

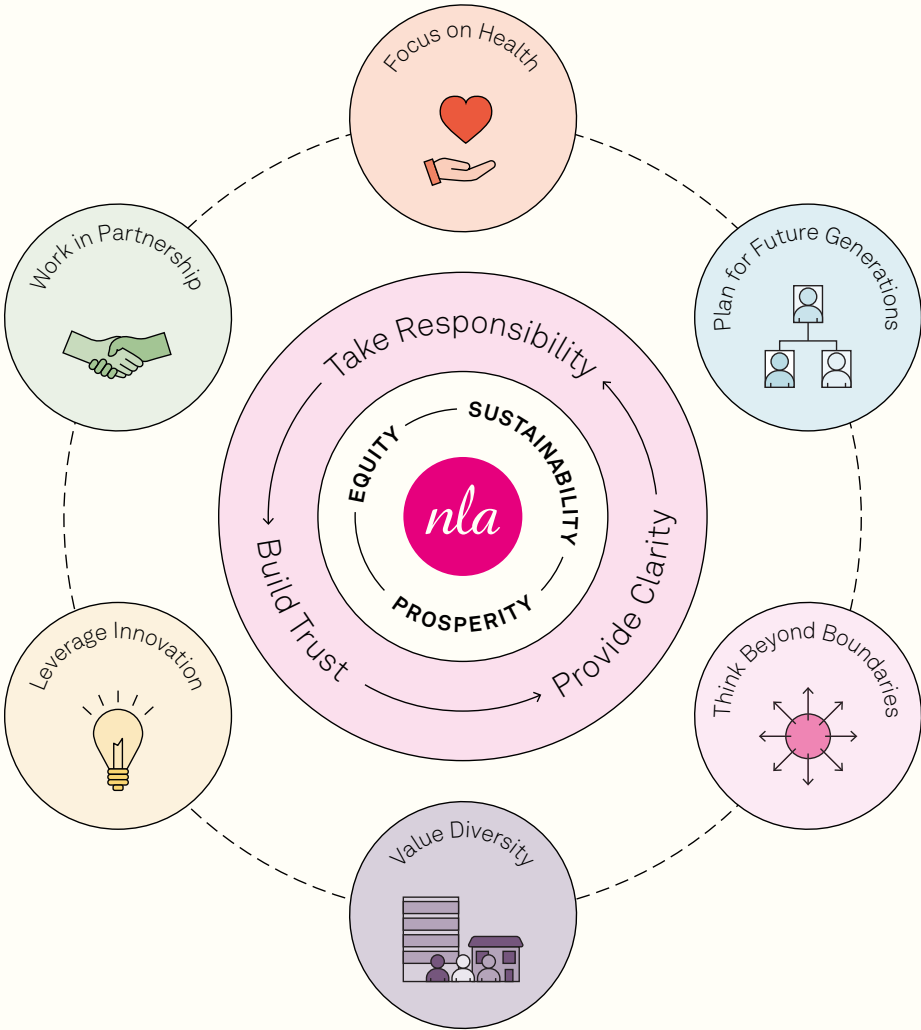
*Plan for Future Generations:*  
We will take a longer-term view of how value can be created, stewarded and fostered over time, and draw on our ability to affect long-term change through our adjacency—what we can change now that will benefit the next stage
- 3

*Value Diversity:*  
We will embrace London’s diversity as its greatest strength—supporting and reflecting the diverse needs of London’s citizens through our teams, buildings and neighbourhoods
- 4

*Think Beyond Boundaries:*  
We will think beyond the ‘red line’ of development plots, administrative borders and industry silos
- 5

*Leverage Innovation:*  
We will leverage new technologies and tools that empower London’s citizens and support the creation of places that foster that innovation
- 6

*Work in Partnership:*  
We will embrace the power of collective and coordinated action





# TAKING ACTION

Over the next four years, aligning with the next political cycle, London's built environment community will embed the values and principles of this Agenda into our work.

- Reimagining the city: seeking fresh new ideas for London that respond to this Agenda
- A new Investment Prospectus: redefining and reshaping the type of investment that London seeks
- Re-skilling for the future: investing in the development of lifelong industry skills
- Unlocking opportunity: unearthing the barriers to implementing the core pillars of the Agenda with public and private sector leaders
- Redefining value and impact: evolving the way we measure and define our impact
- Mutual leadership and invention: facilitating new partnerships that enable the aggregation of sites and opportunities across the capital
- Demonstrator districts: demonstrating and testing the principles across key sites
- A learning revolution: creating new points of access to the built environment industry for young people
- Good neighbour policies and programmes: taking greater responsibility for London's relationship with other regions and towns
- Visibility, transparency and trust: communicating with greater transparency on the role the built environment has to play in the city and committing to better understanding what good looks like to its citizens

—  
*Empowering dialogue at the Barbican. The London Real Estate Forum (LREF) unites diverse minds to foster innovation, collaboration and action. © Barr Productions*



# CONTENTS

PART A: WHY NOW?	14	PART D: TAKING ACTION	58
London’s Next 30-Year Development Cycle by Prof Greg Clark CBE	15	A Beacon for Global Urban Development by Carlo Castelli	59
Understanding the Value of our Built Environment by Kat Hanna	22	Our Actions	62
PART B: RESETTling OUR VALUES	26	ACKNOWLEDGEMENTS	66
Taking Responsibility by Sunand Prasad OBE	28		
Providing Clarity by Elizabeth Rapoport	29		
Building Trust by Binki Taylor	30		
PART C: OUR SIX PILLARS OF PLACEMAKING	32		
① Focus on Health, with viewpoint by Fiona Fletcher Smith	34		
② Plan for Future Generations, with viewpoint by Emma Cariaga	38		
③ Value Diversity, with viewpoint by Lucy Musgrave OBE	42		
④ Think Beyond Boundaries, with viewpoint by Nabeel Khan	46		
⑤ Leverage Innovation, with viewpoint by Dr Wei Yang	50		
⑥ Work in Partnership, with viewpoint by Graeme Craig	54		

# PART A: WHY NOW?

London finds itself at an extraordinary moment in time.

Over the last 30 years, London's built environment has undergone rapid investment, densification of its central business districts and widespread regeneration of its housing stock.

Yet this model has also revealed stark inequalities and vulnerabilities, exacerbated by the COVID-19 pandemic.

Now, we see London entering a new development cycle—one in which the built environment has the opportunity to be a more active agent in the city and to address wider issues of planetary, social and spatial justice.

In this section, Prof Greg Clark, global cities expert and one of NLA's Senior Advisors, draws together discussions with stakeholders across the city to outline the foundations for London's next 30-year development cycle; while Kat Hanna, Co-Managing Director for London at Avison Young and chair of the NLA NextGen Committee, outlines the imperative to bring back to basics the value that the built environment has to contribute to the economic, social and environmental challenges the capital faces.

## LONDON'S NEXT 30-YEAR DEVELOPMENT CYCLE,

BY PROF GREG CLARK CBE,  
SENIOR ADVISOR, NLA

No city has a right to perpetual success. Baghdad, Athens, Rome and Istanbul attest to the impermanent nature of even centuries long metropolitan glory. In recent decades Mumbai, Milan, Moscow, Hong Kong and San Francisco have felt the shudder of a sudden loss of status. Despite a very long cycle of recent success, London could also decline if we fail to resolve its risks and address its imperatives.

City of London skyline © moofushi / Adobe Stock



## *London: A Negotiated City*

Deep in London's DNA are core ideas about how we live together. Living by a major river requires certain obvious forms of cooperation; the management of tides, winds and water levels, protection of wharves and moorings, rules and codes through which to share space and much more. Living by a river requires a social contract between all those involved.

As population expanded around the Thames, the built environment became the key enabler of development. Bridges and wharves, markets and exchanges, homes and offices, and eventually railways, tunnels, airports and roads, enabled our expansion. The invention of the underground railway in London some 160 years ago, addressed our local development challenge, and created a global innovation that has now been adopted by over 200 cities world-wide.

London's long history of negotiating its preferred place within the realm really took off in 1067 with the charter between Norman King William 1st and the City of London. The rights to trade and associate were enshrined in return for loyalty to the King. That is how we progress, through negotiation.

Since then, London has been through multiple cycles and that 'contract' has been tested and revised. Plague, fire, rebellion, war, battle, bombing, stink, smog, flood, contamination, and the losses of empire, industry, and population, have befallen the city on occasions. Yet London has proved resilient. London is not a planned or institutionalised city, it is that negotiated city. That means we can always renegotiate London. We have an inbuilt agility.

London has developed the capacity to enrich lives through connections, opportunity and experience. Anyone can become a Londoner, if they move to the city, as long as they adopt its 'live and let live' mindset and are open to its cosmopolitanism and quirkiness.



*A new social contract for our new cycle?*

We know that pandemics, wars and natural disasters often reveal the underlying frictions and inequalities within civilisations and are therefore often followed by a new era of substantial reform, or might trigger an uncertain, and potentially long, cycle of decline. The overcoming of a major threat through collective action can lead to an increase in both common purpose and social capital to address and resolve deep challenges that thus seem more achievable. After World War II we invented the National Health Service, guaranteeing healthcare for all people for the first time.

Our established social contract has been challenged by the COVID experience. It revealed immiseration of the people through unaffordable housing, insecure jobs, unfair treatment, unbreathable air, extreme inequalities and other sharp disparities.

*London's leadership in cycles of change*

These moments of change are also opportunities to innovate anew. London brings important capabilities to such imperatives that have built up over time.

① Drawing upon the endowments of nature, people in London have used the combined effects of a temperate fertile climate, an island location with a proximity to a major land mass, a westerly wind and an east facing tidal river, to embrace an outward perspective on the world that matured over time to become a strategic location between trading continents where London and its language, laws, codes, rules, media and institutions have developed an outsized influence in the world. The world looks to London, providing us with the opportunity both to lead and to magnetise engagement from beyond our realm.

② London's long history of evolution and reinvention enables confidence toward

change and the future, whenever there is adequate leadership and defined mutual interest. A city that has survived and prospered through multiple cycles is also likely to inspire expectation and confidence externally and will be more oriented towards embracing opportunities to change.

③ London's sheer size, scale and diversity provides it both with a form of resilience, and a source of flexibility. Although all parts of London are somehow inter-dependent, they are also distributed in ways that foster independence in contrasting ways, enabling different things to happen at distinct times, in diverse parts of London. This provides a basic kind of security that reduces risk, and a fertile ground for distinctive innovations in diverse locations.

④ A unique strength of London is its social diversity. This brings people of many perspectives, backgrounds, languages, faiths, orientations, experiences and ages to our city. It provides human awareness, creative spark and global reach that aid change and support progress. It also means that solutions built in London can be relevant in multiple other globally diverse contexts.

⑤ At the same time, the scale of London has a mutually reinforcing dynamic: 8.8 million people, 1 million businesses, 6 million jobs and a £1.5 trillion asset base, create a powerful internal market, as well as an attractive hub for mobile population, capital, ideas and businesses. This means London has the critical mass to make change without significant external input, leveraging its multiple forms of existing capital when required.

⑥ London is often a reference for what is new and emergent. For several centuries London has been a pioneer of modern society and economy. From establishing the rules of banking, insurance, media, stock markets, currency exchanges, fostering breakthroughs in science and technology, to producing iconic creative leaders in discovery, music, arts, literature, architecture and design, to



1951 South Bank Exhibition. Taken from *The Victoria Embankment* and shows the Skylon and Dome of Discovery.

codification of modern sports, London has defined new ways for new times.

⑦ London is the 'scale up city'. London is both a trend-setting city and an innovation hub. It has an innate ability to take emerging ideas and approaches from across the world and to scale them in important ways. London has the open systems and market depth and dynamics to take great ideas and translate them into codes, systems, ventures, platforms and infrastructures.

Consequently, when faced with times of change, or shift, London is ready to take leadership to define new waves and even whole eras.

*The Back Story*

In the cycle before the last one, roughly from 1950 to 1980, London had been plunged



Building of The London Eye © Alastair Grant

into a deep post war decline. Bomb damage, population loss, deindustrialisation, growing calls for independence of colonial territories, fragile post-war finances, with a diminished place in the world, led to a London that was grey, drab and vexed. New York had emerged as the pre-eminent city of the mid 20th century. London was beaten.

Valiant attempts to renew London's verve, such as the 1951 Festival of Britain (which first initiated the regeneration of the South Bank) would only find their true engine several decades later when globalisation triggered a new development cycle. But the revised post war social settlement did lead to expansion of public services including health (the NHS), transport, housing and education, with renewed infrastructure investment and rehabilitation. This eventually led to population stabilisation and then growth, with a new cycle of migration into London.

London's hard power as an imperial capital rightly diminished, but its leadership and soft power in banking and finance, media, publishing and broadcasting remained strong, as did its universities. Deindustrialisation and unemployment fuelled edgy creative and cultural production, most obviously in the punk scene of the 1970s. London's role in the wider popular music of the time included the Rolling Stones, David Bowie, The Kinks and of course The Clash, whose anthem London Calling rehearses our DNA strapline: 'We Live by the River'.

#### *The Recent Cycle*

In the last cycle (from c 1990 to c 2020) London gained vast new opportunity from accelerating globalisation in media, education, information, finance, services, IT and creative industries. The revised 'contract' was then about how a new 'world city' would serve the nation with opportunity, high-value jobs, tax revenues, connections and foreign investment, through specialising in newly globally traded services, technology and creative content.

The idea was to let London grow and to assume that all would benefit. This recent cycle of globalisation led to massive reinvestment in London's built environment at waterfronts and docks, markets, stations, stadia and the densification and diversification of successful business districts, combined with widespread regeneration of the period housing stock.

As the global cycle matured and required 'hub cities' in each continent, London's bounce in the 90s and 00s led to rapid population growth and diversification, with it reclaiming its crown as one of the world's great cities, consistently vying with New York for top status.

As that cycle concluded, London confronted the major challenge of the Global Financial Crisis.

It took time for the full implications of this 'world city model' to be revealed. Whilst



*Strand Aldwych, LDA Design; Public Spaces 2023 winner, New London Awards. © Robin Forster*

London prospered overall, and attracted new talent and massive investment, the gaps between London and the rest of the UK grew wider, and the inequality and affordability within London got markedly worse. The unintended consequence of globalisation in capital mobility was inflation in real estate prices in global gateway cities as capital flooded into them.

#### *The New Cycle*

Our new cycle is beginning. The COVID pandemic closed the constrained mini-cycle that had teetered forwards in a troubled way since the GFC, the Brexit vote and the anti-London sentiment of recent Conservative Governments. The Pandemic itself revealed in great detail the extremes of inequality and

vulnerability in our city and made a powerful case for wider reforms in housing, air quality, health care, and public space.

London can now lead the world to build a new social contract that addresses planetary, social and spatial justice. This new social contract will be intolerant of high carbon living, and much more focused on access to clean air, healthy lifestyles and affordable housing. It requires a city that works for all its citizens, not simply the high skilled or well paid. London must also take more responsibility for its relationship with other regions and towns, creating good neighbour policies and programmes and collaboration for mutual advantage across the nation.

This is London's opportunity to define the new contract for a future 10-million-person city as we move towards a world of 10 billion people living in 10,000 cities, where multiple leadership models and proven practices of metropolitan success are needed. London can serve the global network of reinventing cities, by being a leader in urban innovation.

#### *Shaping a Better City: A New London Agenda*

In our modern world of ongoing rapid urbanisation and planetary peril, the built environment will only grow, thrive and succeed if it fosters the social contract that in turn enables it. The built environment is the fabric of the city. It is the places and spaces that enable shelter, consumption, interaction, mobility, trade, productivity, culture and collective experience. The built environment hosts the whole city and provides that city with its agility, flex and power to change, or with its force of resistance and rigidity.

The post pandemic city is recasting urban value less about commuting and concentration and more around habitat, innovation and experience, underpinned by a fresh approach to place leadership. This is encouraged by a growing recognition of

the potential of social capital and physical agility to both help us remake our city and also foster new forms of value. In London, our experience has been that the most successful reinventions of place have been ones where high social value has been central to the mission, leading to a high-trust and high-confidence equilibrium that has 'crowded in' diverse activities, people, communities and amenities, sucking in other forms of capital.

The built environment is core to the new social contract. It is an eco-system that can be agile, intelligent, sympathetic, inclusive, sustainable and resilient. It has personality. It is the active ingredient in urban change. We are shifting from the built environment as a collection of passive assets, to it being the city fabric that is dynamic as a platform, a service and an experience.

No city has a right to succeed. In the long-run success of cities, the physical fabric is a secret weapon because it inspires human imagination, shapes other changes and drives urban invention. No city can succeed without optimising its physical shape and built form to meet the needs of its people and the planet. If we don't learn, and show, how to do this now, we face a long cycle of uncertainty and perhaps unmanaged decline.

Further reading from Prof Greg Clark CBE:

[\*Pioneering The Revised World City: London's Next Cycle\*](#) ↗

[\*Central London's New Cycle: Shifting From Recovery To Opportunity\*](#) ↗

[\*Re-Mixing The Metropolis: London's Towns And Interchanges: The New Opportunity\*](#) ↗

[\*Re-Sequencing The City\*](#) ↗

[\*Making Place For Planet\*](#) ↗





## THE SOCIAL CONTRACT AND THE LICENSE TO OPERATE

In 1762, Philosopher Jean-Jacques Rousseau published his treatise 'On the Social Contract'. The idea of an implicit and underlying social contract between people and their leaders focuses on the characteristics required for the active consent of people to the political system within which they live. Rousseau argued that the contract can be broken by systems that do not respect the dignity of people, and must be reset through active reforms that bring sovereignty back to the people to enable consent.

250 years later we think not only of a social contract with regards to political systems, but also now to social, economic and environmental systems. For such systems to be durable they must actively inspire the consent of people by demonstrating their value and purpose to the whole of society.

At the level of a city the social contract today involves important balances between present and future, individual prosperity and shared opportunities, public and private amenities. It includes basic agreements about fairness, justice, security, safety and personal freedoms. It requires an equation that works between what is granted to some, and what is available to all. In its simplest form the social contract requires that people can afford to live in the city where they work. Cities that thrive provide such a social contract, and they act when the social contract has become distorted or undermined. People leave cities where the social contract is broken.

The rights of businesses to produce, trade, invest, employ, sell, and enjoy the profits of doing so are subject to the social contract. This is what gives business its license to operate. The 'license to operate' is a general permission given by a society at the collective level, that is overseen by regulations and expectations (some of them written). It might be seen as the 'subsidiary clauses' of the social contract.

After a global shock such as a major war, environmental disaster, or pandemic, the social contract is revisited and re-defined. We know that pandemic, wars and natural disasters often reveal the underlying frictions and inequalities within nations and civilisations and are therefore often followed by a new era of substantial reform and change, underpinned by a new social contract. Equally, the overcoming of a major threat through collective action often leads to an increased ambition and confidence to address and resolve stubborn challenges that now seem more achievable by comparison.

The pandemic revealed massive social inequalities in our cities, in health, housing, incomes, amenities, access to nature, and more than anything else, choice. Some people had no choice but to be vulnerable to the pandemic through their work, others had a choice to stay safe. This revelation has clear implications for poverty, health, life expectancy, security, and community. In turn, these challenges question the legitimacy of our built environment and what it serves.

Some industries are already at risk of losing their license to operate. Weapons and defence, tobacco, sugar, alcohol, gambling, are in jeopardy. Energy, aviation, some parts of medicine, and the 'social' media are closer to controversy. Property, the built environment, and real estate are subject to the social contract and have to earn their license to operate. The built environment is now visible and accountable for its contribution to climate change, inequality, spatial disparities and degradation. This shift expresses itself in investor requirements, capital costs, talent attraction and retention, tenant and customer choices, planning decisions, and regulations. These are the processes through which the license to operate will either be renewed, revised, or revoked.

—  
Left: Carnaby © Lutz / Adobe Stock

# UNDERSTANDING THE VALUE OF OUR BUILT ENVIRONMENT

BY KAT HANNA, CO-MANAGING DIRECTOR FOR LONDON, AVISON YOUNG; CHAIR, NLA NEXTGEN COMMITTEE

When asked about the value of London's built environment, we are often presented with graphs and tables charting pounds per square foot, house price trends, articles celebrating the number of jobs created by the sector or the total number of new trees planted by development managers in PPE. While these things are important in their own way, if we really want to understand how London's built environment can contribute to the economic, social and environmental challenges the capital faces, we need to go back to basics.

*What is London's built environment?*

London's built environment is first and foremost the residential, commercial, industrial, civic and cultural buildings that constitute our city. It is also the spaces between these buildings, and the infrastructure that supports them, from transport hubs like Waterloo and Euston, main roads to City of London alleyways, and the subterranean soup of tube tunnels, sewage pipelines and utilities infrastructure. Even our green and blue spaces blur the lines between natural and built environment—from the historic Royal Parks to London's Olympic Park, the banks of the Thames to the city's canals.

Typically, built environments are defined both by the fact that they are human-made and designed for the purpose of human activity—live, work and play—to deploy the trinity so loved by many of today's real estate developers.

*Understanding the value of London's built environment*

Even within the narrow definition of 'supporting human activity', we have more datapoints than ever when it comes to measuring—albeit not necessarily understanding—how Londoners use the capital's built environment, from square



Liverpool Street Station © Mandy Kaylin for One City

foot of employment space to footfall and visitor spend. What this tells us about value, however, is less straightforward.

As any good Londoner will know, our attachment to much of the city's built environment, especially its heritage and culture buildings, is not defined by the frequency of our visits. We simply just like to know they still exist and that they will continue to do so in the future. For some, the privilege of living in a city like London is that much of the time, London's built environment is the constant yet constantly changing backdrop to our everyday lives.

London's status as a global city, and its concentration of finance-related employment means that, for some parts of London's built environment, value is as much derived from its role as shelter for capital and an option on the future, than it is as shelter for a human being. When concentrated in certain neighbourhoods,

this notion of housing as shelter for capital rather than people changes both the value of London's built environment and who London is for. This is not a moral judgment, but an observation on just how complex the value of London's built environment is, whether defined in terms of heritage and history, aesthetics and architecture, capital accumulation and commerce. Nor are all these different types of data and measures of value neatly compatible. They do not simply layer on top of one another like some sort of cake. More often than we care to admit, some of these types of value are at odds with one another. This is, as Greg Clark notes, a negotiated city.

London is not, of course, unique in its complexity, although its standing as a global gateway city does set it apart from competitors when it comes to the value of its built environment from the viewpoint of international investors. The increasing volume, velocity, variety of capital, data, goods and people that flow in and out of London, alongside the physical impact of its built environment, particularly on carbon, means that harnessing this mass of existing and potential value is fundamental to addressing the challenges that the city faces. Often labelled as 'ESG', these challenges range from the economic (dwindling productivity, uneven wealth distribution) to the social (homelessness, poor mental and physical health outcomes) and environmental (air quality and the adverse effects of climate change).

We must first begin with understanding the role of the built environment in shaping them. Confronting and unpicking this is difficult and at times uncomfortable, for politicians, commentators and built environment professionals. It is much easier to focus on the aesthetic value, or lack thereof, of London's built environment. It is telling that many of us involved in the built environment have been more animated by Thomas Heatherwick's campaign against a 'blandemic' of boring buildings than we have by the actual pandemic and unsafe buildings.



*Why does this matter?*

We can criticise ‘ugly’ new blocks of flats and lament poorly maintained public realm, or empty shop units all day long, and we probably should continue to do so. Doing so, however, is to point out the symptoms of where values—in both monetary and moral sense—have become misaligned, or in many instances, were way out of whack in the first place.

We cannot hope to harness the value of London’s built environment if we focus only on its most tangible manifestations. It is not just the physical ‘built environment’ that influences our everyday lives and the future of London. It is the people, the power, policies and politics behind it: investors, developers, landlords, asset managers, planners, urban designers, architects and the cadre of consultants that surrounds each of these groups. City-shaping is a collective act, albeit one that is messy, complex and frequently uncoordinated. To ignore this is at once unwise, naïve and ingenuous, particularly at a time when solving the challenges that London faces, requires identifying and aligning the interests of so many of these parties.

Providing clarity on what the built environment can achieve is so important. This means being honest that we should not expect the actors most obviously responsible for London’s most recent and future built environment to ‘fix’ all that ails the capital city. It also means being honest about the role that the people, power and politics that comprise London’s built environment can play and how positive change can really be achieved.

*Saints, sinners and enlightened developers*

Just as London’s physical built environment is a diverse and eclectic mix of character, so too is the built environment in its less tangible form. Not all actors have the same ability or appetite to forge partnerships and movements to achieve the London Plan goal of a more prosperous, equitable

and sustainable city (although they would probably agree on the first point).

The ‘good-hearted’ will do so because they care. The enlightened will do so because they can, and because they have made the judgment that on balance, there is commercial sense in doing more than the bare minimum. Some will simply not engage in what it takes to address London’s challenges—it is not their role, and it is not what the organisation or money is set up to do. Realising positive change therefore requires a number of different approaches, many of which are set out in this Agenda.

Firstly, we can communicate why people should care about the built environment and why the built environment should care about people. We can celebrate those who go above and beyond to ensure their projects have the best possible impact on people and planet, whether it’s in providing generous, inclusive and accessible public realm, or working with existing communities to create opportunities for training and employment.

Second, we can identify and amplify what I call the ‘enlightened’ actors within the built environment. By this, I mean those finding a way to align the commercial realities of real estate development with the focus on net zero, social value and design outcomes. Identifying the ‘who’ is important here, but if we are to really harness the power of the built environment, we collectively need to become more comfortable with talking about the ‘how’. High quality public realm is not maintained by magic—it is the result of decisions and negotiations about design, engineering, service charges, estate management and so on. Delivering good design and meeting the ESG agenda is not ‘fluff’—it is often technical, detailed and occasionally a bit dull.

Setting strategies and goals to harness the value of the built environment will not move the dial if they do not encourage, enable or compel those responsible for our built

environment to change how they allocate their resources, especially when it comes to capital, but also physical and intellectual. Everything else is just window-dressing at worst, and wishful thinking at best.

What then of the third group of actors responsible for London’s built environment who take no interest or concern for anything beyond short-term commercial outcomes, who either see no reason to take design, environmental and social outcomes into account, or who cannot align the former with the latter? In a city as large as London, not everyone is going to get on board. However, if certain outcomes, decisions and behaviours of the built environment really are ‘must-haves’ in addressing the economic, social and environmental challenges our city faces, then we may need to create or accept legislation that means they happen. Similarly, if there are outcomes, decisions and behaviours taking place at sufficient scale and impact that prevent us from addressing these challenges, we may need to legislate for that too.

The built environment industry has a huge opportunity to support London’s transition to a more prosperous, equitable and sustainable city. But we will need to work collaboratively, openly and honestly, using all those tools at our disposal, if we are to deliver true value back to the city.

# PART B: RESETTING OUR VALUES

London's built environment community has a unique and time-limited opportunity to sit at the forefront of this next cycle and illustrate that it can be an active part of the solution for many wider economic, social and environmental challenges the capital faces.

This community is diverse, messy and often uncoordinated. It is formed of many industries and skill sets, with different ways of measuring value and impact. Trust in this industry has been badly eroded over the last 30 years: although within it, are countless individuals, practices and alliances working to do good.

We believe that by working together, collaboratively and with clear purpose, we can play a key role in supporting London's transition to a city of equity, sustainability and prosperity, three fundamental, and interwoven, principles which sit at the heart of the Mayor's London Plan.

To do so, will take a clear set of values to guide our work.

Here, we have invited three members of the New London Sounding Board to set out the imperative for each.



TAKING RESPONSIBILITY

BY SUNAND PRASAD OBE,  
PRINCIPAL, PERKINS&WILL;  
CHAIR, UK GREEN BUILDING  
COUNCIL

We all want London to prosper, and to prosper sustainably and equitably. The quality and generosity of the city’s natural and built environment has a big part to play in bringing that about. As a World City, London has remarkable historical buildings, places and green spaces, but much of what we have been adding to it will not leave a comparable legacy to future generations without doing much better. And these unequalled assets are far from equally accessible to its citizens.

Many of us involved in diverse ways with London’s built environment have well researched knowledge and ideas about how this could be a better and happier city. So much has been learned particularly in the period that coincided with the creation of the Mayoralty which is also the time over which the climate emergency has almost universally become seen as an existential issue.

Thus, many feel they know what should be done but few feel they have the agency to influence decisions, let alone drive change.

We believe that the first step in gaining that agency is to take responsibility. Such responsibility has different dimensions; from personal responsibility to collective responsibility at different scales—social groupings, workplace communities, professional institutions for example. What is common to all is that we do not wait for others to act first. We should simply have the conviction that we can make a difference by deploying our own understanding, empathy, knowledge, skills and imagination.

Taking responsibility manifests as the

willingness to act, but it also means having awareness of the potential consequences of actions. Many bad, but generally unintended, consequences of built environment policy and practice could have been avoided if the people likely to be most affected had been asked for their views. Taking responsibility takes a bit of courage but also diligence: open-minded curiosity, the ability to listen to people and to do the maths.

PROVIDING CLARITY

BY ELIZABETH RAPOPORT,  
DIRECTOR, POLYGON PLACE  
STRATEGY; FORMER ASSISTANT  
DIRECTOR OF STRATEGY,  
HOMES ENGLAND

With all the challenges faced by the built environment industry in London currently, why should clarity take precedence? The industry’s relationship with its most important stakeholders—the people who use the spaces we help create—is faltering. Fixing this will require rebuilding trust, and to do that we need to make our work more legible to people and communities.

Our communication, at times laden with technical jargon and embedded in complex processes, often alienates rather than informs the public. We are not in the habit of telling the stories of our work in a way that people can understand and engage with. The absence of a widely accepted narrative does not lead to a vacuum: rather it leaves ample space for varied interpretations of what “that development up the road” is all about.

Part of delivering on a commitment to clarity will be enhancing transparency. Given the inevitability of trade-offs and the impossibility of fulfilling every aspiration, our integrity hinges on honest communication. The erosion of public trust often stems from failed promises as projects evolve from their initial vision to their final form. A more forthright dialogue about the inherent challenges and risks of development in London could recalibrate expectations and foster a more realistic understanding of potential outcomes.

Most people form their opinions of the built environment from the elements they can directly see and engage with. Taking a leaf from the tech industry’s book, we could benefit from focusing more on user

experience. By creating more opportunities for public interaction within the development process, we can enhance engagement and understanding. Meanwhile uses that bring people onto sites in the pre-construction or construction stage offer a valuable opportunity to use creative forms of engagement. Digital tools are broadening public involvement in shaping projects.

The call to clarity is more than a call to simplify language; it’s a call to refine purpose and process. When people understand the process, the challenges and the decisions made in development, trust grows, creating a stronger foundation for the projects that shape our city.



BUILDING TRUST

BY BINKI TAYLOR, FOUNDING  
PARTNER, THE BRIXTON  
PROJECT; MEMBER, GLA  
DIVERSITY IN THE PUBLIC  
REALM COMMISSION

A powerful period of dynamic and complex change is upon us. 2020 highlighted the behaviours, actions and systems that are failing our most marginalised communities locally and globally. The shift in public consciousness is profound and ushers in radical change as we grapple with re-learning and rethinking the future.

A global crisis of trust lies at the heart of contemporary life, and it resonates through the sector's relationship with communities. Building trust is essential to sustaining London as a world-class city, led by talent and innovation; with a built environment that actively nurtures a healthy quality of life and the preservation of the planet's resources.

The built environment sector must be active and intentional in using its considerable power and assets to address the challenging needs of the future with communities on-side and fully aligned across sectors.

It has to respond with clarity and a greater sense of responsibility and become an accountable and active partner in transformation; making a fundamental contribution to change by working in collaboration and with openness to learning from the lived experience of Londoners.

Communities need to have consistent and meaningful opportunities to shape the environment. Good design must lead with an open invitation to include the voices of those most impacted in every step of the design cycle. The New London Agenda offers a framework to make trust a demonstrable

component of designing and building for London's future.

The call is to be fearless in approaching business with new principles of collaboration, trust, justice and health. It will shape how the industry grows—investing in innovation, attracting the strongest talent and delivering a built environment with positive impact for people and planet.

Radical change can happen, and it begins with building relationships that value equity and transparency, with trust as the golden thread.

*'Views on the Atlantic' at Windrush Square, by Brixton Community Cinema with Bamidele Awoyemi, Farouk Agoro and Livia Wang, LFA 2023. © Luke O'Donovan*



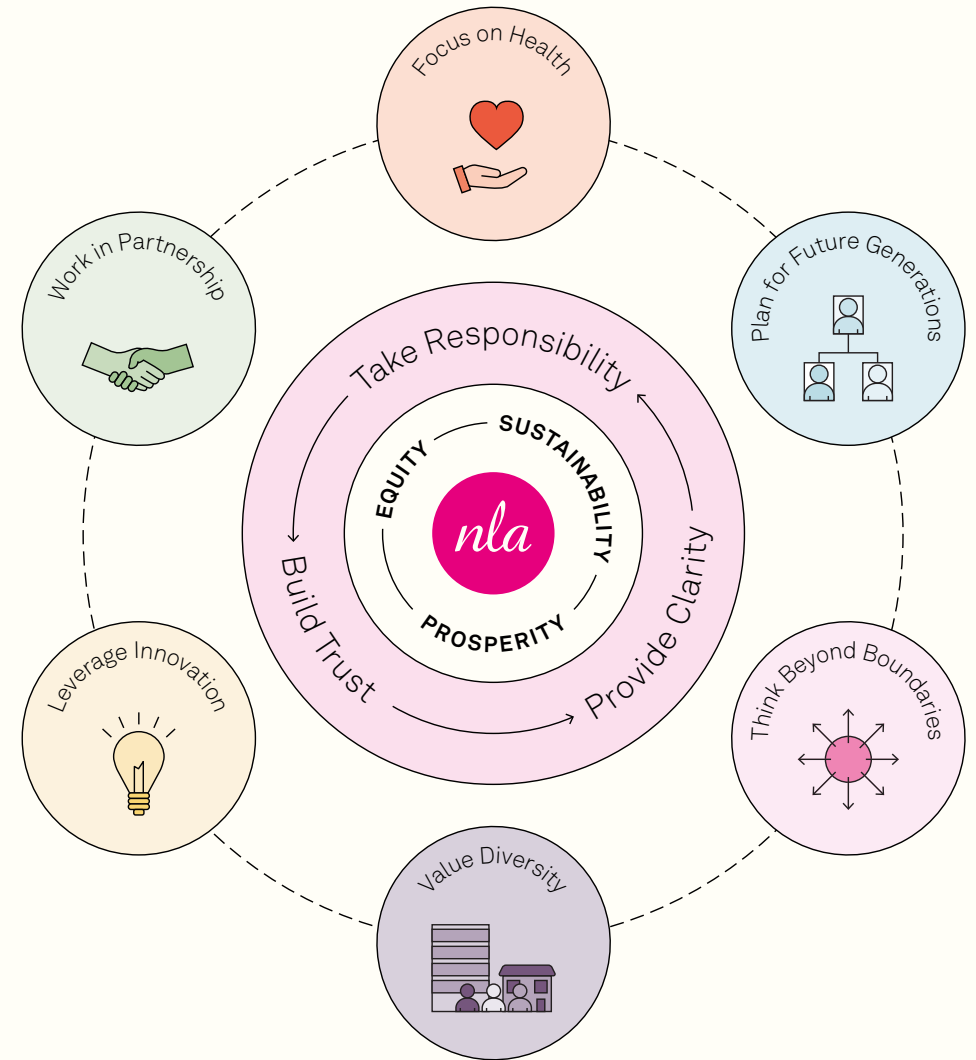
# PART C: THE SIX PILLARS OF PLACEMAKING

Over a period of 18 months, hundreds of stakeholders from across the city have come together—political, professional and the public—to set out how we can deliver on these core values of taking responsibility, providing clarity and building trust.

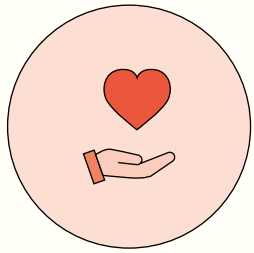
With many of London's larger sites having been developed, in this next cycle, our instruments of change will be focused on much more complex sites under multiple ownership; the retrofit, repurposing and reimagining of our existing stock; and a much deeper interrogation of the wider value that we can offer to the city beyond sites of physical change.

Out of these conversations have come the 'Six Pillars of Placemaking', six fundamental approaches that we believe we can apply going forward to places of all scales and sizes across the city.

Throughout this section are viewpoints from members of the New London Sounding Board and examples of recommendations and ongoing work developed by NLA Expert Panels, which apply each of these pillars to policy and practice.







## FOCUS ON HEALTH

We must centre what we do around the experience of people and their needs, the imperative for our built environment to improve human health, and through this, our relationship with planetary health.

Some of the greatest leaps in city-making and building have come as a response to health and health inequalities—from the birth of modern architecture to the infrastructure of Bazalgette.

In our current era, COVID-19 has provided the stimulus to highlight the significance of health inequalities experienced across the capital and the impact that buildings and places can have on people's physical and mental health—bringing sharply into focus disparities in the quality of internal environments, access to green space and clean air, and community cohesion and connection.

Climate change and poor air quality is already harming the health of our citizens and, as London has declared a 'climate emergency', it is increasingly understood that people's health must be fully integrated and prioritised in plans to fight climate change. As was stated by the World Health Organisation at the UN Climate Change Conference COP-28, "Only climate policies driven by health outcomes will result in the action needed to save lives, prevent disease, and build healthier, fairer societies".

Occupant comfort, health and environmental

improvement will therefore be critical to the future occupation of our towns and our planet.

As an industry we must focus on the long-term health and wellbeing impacts of the places and neighbourhoods we build. And yet our real understanding of the impact of buildings on people's lives and wellbeing is still an area distinctly lacking in knowledge or data. We will need to turn our traditional expertise on its head, beginning by understanding people's needs and measuring what matters most to them. By doing so, we have the opportunity not just to mitigate health inequalities but to create places that actively improve the health and wellbeing of London's citizens.

"The birth of modern architecture was a response to health"

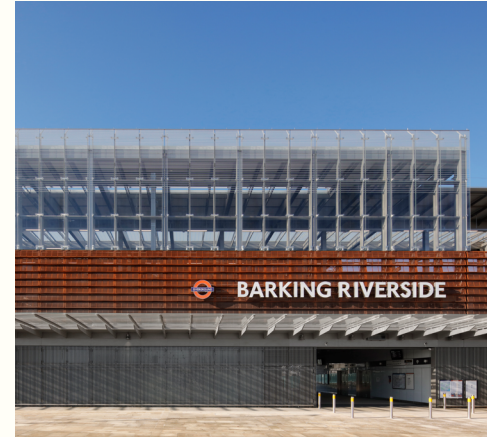
*Norman Foster, EcoCity 2023*

—  
Winner of NLAs 2023 'Wellbeing Prize' at the New London Awards, Edith Neville Primary School provides a new school, nursery, community spaces and public realm, making it a flagship for Camden's Community Investment Programme, which aims to redress the historic inequality of the area.  
© Kilian O'Sullivan



## VIEWPOINT

BY FIONA FLETCHER SMITH,  
GROUP CHIEF EXECUTIVE, L&Q;  
CHAIR, G15



Barking Riverside is London's only 'Healthy New Town', a project led by the NHS to explore how the development of new places can provide an opportunity for healthier communities.  
© Benedict Luxmoore

When we think about us, as individuals, we're fairly certain that our health is one of the (if not the) most important things. It has taken us a global pandemic to come to this truth, but we accept it now, and we've learned to look after ourselves and our health—be it physical or mental—better. It should then be a given that residents' health and communities' wellbeing should also be at the top of the priority list for developers and planners. But sadly, that is not yet the case.

At L&Q, we didn't wait for the pandemic to start thinking about health as an essential component in planning new development. As a housing association bound to its social mission, we are not only concerned with the amount of new homes we aim to deliver (and making them as affordable as possible) but also the quality of life of our new residents and the success of the communities we build.

Two of our core values are 'people' and 'impact', so we do our best to look after the wellbeing of customers, residents and employees, and we measure what we do by the difference we make.

In 2016, Barking Riverside, our flagship scheme with the Mayor of London, was selected to become the only 'Healthy New Town' in London and one of only ten such areas across the whole country. Each site was given funding to pilot and testbed interventions—be they physical, social or clinical—that could make people holistically healthier.

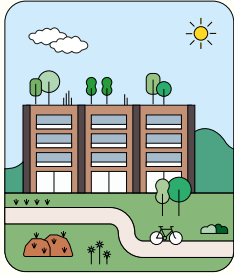
Through a series of partnerships with the local planning authorities, fellow developers, the NHS and, of course, residents, we sought to create facilities, events and open spaces, which prioritise and actively promote physical and mental health.

Accepting responsibility as developers and landlords is the first step in providing the homes and the spaces people need to create the best possible lives for themselves. There is a need for spaces where people can exercise, get together, feel safe, access community-led activities and initiatives, and are within walking distance of suitably equipped and staffed health facilities.

The next step is having that conversation with the Government to ensure that these 'healthy new towns' move from being a pilot into reality for the majority of Londoners—physically translating them into permanent places and spaces for health and wellbeing. Which is why L&Q continues to work with our partners at Barking Riverside to find sustainable models for key health projects.

Now is the time to look at housing delivery and planning in general in a holistic, outcomes-based way, not simply focusing on the numbers, but on the real difference and impact having the right kind of home and community makes on people's lives, their health, ability to contribute to the economy and society in general.

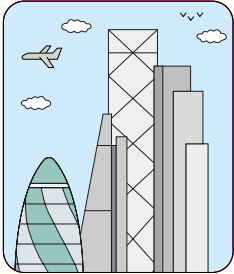




NLA EXPERT PANEL ON  
WELLBEING

If health is the outcome, wellbeing is the means. We believe that a ‘Health-Creating City’ should be the overarching vision for London. With a plethora of frameworks, guidelines and standards already in existence, our Panel has been working on the development of a holistic wellbeing framework to support the GLA’s ‘Wellbeing and Sustainability Measure’ which can meet the specific needs of the built environment industry and support us in identifying exemplars from London and beyond. Through NLA’s New London Awards, we propose to seek out exemplar projects completed over a minimum of two years prior, enabling us to build up a library of case studies that demonstrate positive impacts to wellbeing through Post Occupancy Evaluation.

See more:  
[NLA Expert Panel – Wellbeing White paper](#)

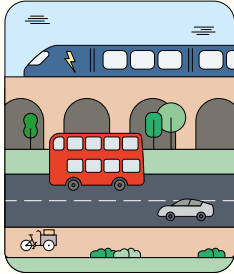


NLA EXPERT PANEL ON  
TALL BUILDINGS

The NLA London Tall Buildings Survey has, for the last ten years, provided greater visibility around the pipeline coming forward, presenting a holistic picture of high-density development for all Londoners, professionals and policy-makers. There is, though, still fairly limited factual evidence on the good or bad impacts of tall buildings. As we look to the next iteration of the Survey, we propose to develop a perceptions audit on tall buildings to better understand their impacts on climate, overshadowing, access to facilities, local infrastructure, and living amenities. We aim for this piece to help identify the true public benefits of tall buildings, or if they could be contributing more.

See more:  
[London Tall Buildings Survey 2023](#) published by NLA in 2023

[NLA Expert Panel – Tall Buildings White paper](#)

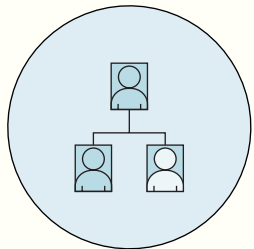


NLA EXPERT PANEL ON  
TRANSPORT & INFRASTRUCTURE

London should be a city where anyone can enjoy a high quality of life without the need to regularly use a car. Less motor traffic unlocks the potential for transformational changes to our streets and public spaces. A joined-up approach is essential, utilising existing partnerships to deliver social infrastructure and other services, and focusing on outer London (such as the recently established Super Loop) while continuing to invest in central and inner London. For some, this may represent a complete lifestyle change: therefore we need strong leadership, a compelling vision and clear communications around the need for change and the benefits it can deliver for all.

See more:  
[Future Streets](#), published by NLA in 2019

[NLA Expert Panel – Transport and Infrastructure White paper](#)



# PLAN FOR FUTURE GENERATIONS

We must take a longer-term view of how value can be created, stewarded and fostered over time, and draw on our ability to affect long-term change through our adjacency—what we can change now that will benefit the next stage.

Centring our focus on long-term health outcomes will require a shift from a short-term to a longer-term mindset. Many of London’s Great Estates have led the way in the delivery of green infrastructure, quality public spaces and social initiatives, benefiting from the wider and long-term financial, environmental and social impacts of those investments—and illustrating the benefits of taking a longer-term view. This has translated across to those property owners who prioritise long-term value, for example in the growing private rented sector, who are more likely to focus on maintaining high-quality properties and enhancing residents’ overall quality of life.

Not all areas of the capital can operate in this way but there are models that can support longer-term thinking about, and investment in, place—via partnerships such as Business Improvement Districts (BIDs), Citizens Assemblies or Youth Forums, which have been powerful in bringing a citizen’s eye to prioritise issues that stretch beyond political cycles. It is critical to think about who has a say in what London’s future might look like.

When it comes to our building stock, we must continue our move towards valuing the longevity of our buildings, prioritising retrofit of existing assets to retain and increase their value, long-life loose fit, and adopting of circular economy principles. Here we need to look further at where the value can be made and retained, seeing ourselves as temporary custodians who improve, care, and pass on to the next generation.

“We must look at the world through new eyes as stewards; those who improve, those who care”

Lord Deben, *EcoCity 2023*

—  
*‘Legacy’ was inbuilt into the planning for the Queen Elizabeth Olympic Park right from the bid stage, with the ambition to provide maximum benefit for the people of east London and to set a benchmark in the delivery of a new sustainable urban district. Embedding legacy early on meant prioritising flexibility and agility to respond to external forces and market demands.*  
© AECOM and David Lloyd



—  
*The Canada Water masterplan by British Land prioritizes flexibility for a 10–15 year development cycle and beyond. The semi-permanent lab complex, Paper Yard, employs modular design, facilitating quick assembly and disassembly. The modular design aligns with the overall adaptability of the masterplan, offering efficient construction and the ability to respond dynamically to evolving conditions allowing for growth and expansion.*

## VIEWPOINT

BY EMMA CARIAGA, HEAD OF RESIDENTIAL: JOINT HEAD OF OPERATIONS AT CANADA WATER, BRITISH LAND

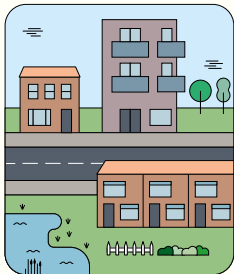
The built environment shoulders a considerable responsibility for the physical conditions much of our communities’ experience. Our impact—for somewhere to live, work or just spend time is significant, and with many of society’s challenges—for example low productivity, well-being, obesity, mental health all linked in some way back to the built environment, we need to be part of the solution.

With a rise in consumerism, for fast fashion, instant gratification through movies and food on demand, there could be a need to see real estate in the same way. Yes, the housing crisis is beyond acute, colossal investment is needed in the nation’s infrastructure but yet we must avoid a response which is not sustainable. ‘Fast real estate’ where corners are cut, long term considerations not thought through and will leave future generations with yet more issues.

So, what is the answer, how do we create a built environment that excites and delights, places which bring out the best in all of us? In many ways the easier bit is the design and construction. We have the world’s most creative designers and a construction industry open to delivering on the carbon agenda. However, the harder bit is the economic business model—one which deals with the lack of instant gratification and which creates value over time.

At British Land we are a Real Estate Investment Trust—a business motivated to create long term sustainable income streams much like many of the landed estates who have owned assets over generations. This matters because the focus is on long-term value, it allows for continued investment into assets, maintaining their value and relevance to users, thereby avoiding obsolescence.

In a new world where we are all encouraged to re-use our built environment, the ability to adapt and flex will be the new norm. If your strategy is a long-term holder of that asset, you can create something of value and create the kind of resilient real estate we have needed for decades.

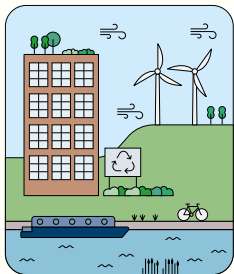


NLA EXPERT PANEL ON  
HOUSING

Our Panel has examined how we can empower communities involved in long-term housing estate regeneration programmes and give a stronger voice to those on the threshold of change. The topics of empowerment, choice and stewardship emerged as key components. This led us to scrutinise the residential ballot process and gather best practice from our collective experience. We have put forward to the GLA the proposal for a wholesale reform to the ballot process that extends it to infill and retrofit projects and utilises a two-stage approach that promotes a deeper engagement, whilst removing the risk for development agencies to prepare a full design on which to base a decision.

See more:  
*Housing Londoners: Innovation in Delivery and Design*, published by NLA in 2013

*NLA Expert Panel – Housing White paper*

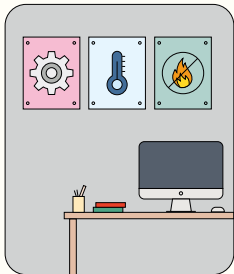


NLA EXPERT PANEL ON  
NET ZERO

Delivering meaningful carbon reduction requires us to be more transparent with our Net Zero policies, measurements and targets. As we focus our attention on retention and retrofit over new build, we have proposed a ‘London-wide Carbon Review Panel’ to create the capacity for third party verification and greater interrogation of Whole Life Carbon Assessment (WLCA) submissions. Greater consistency, focus and verification of WLCAs could generate the potential to quantify embodied carbon and whole life carbon emissions such that they could be linked to financial payments, as is currently done for operational carbon emissions. These proposals would strengthen the message to the industry about the urgency of climate change mitigation and the pathway to net zero carbon development.

See more:  
*Zero Carbon London* published by NLA in 2020

*NLA Expert Panel – Net Zero White paper*



NLA EXPERT PANEL ON  
TECHNICAL COMPETENCY

A circular economy is one where building materials can be reused from one project to the next, eliminating waste and pollution. To do this at scale, we need a reliable and trusted method of certification; a ‘material passport’ that would support the ‘golden thread’ principle. We are starting by working together to define a consistent standard for material definitions. The above aims can only be achieved through a system where the performance and suitability for reuse of materials and components can be relied upon, and therefore de-risked for specifiers, building owners and tenants.

See more:  
*Circular London: Building a renewable city*, published by NLA in 2023

*NLA Expert Panel – Technical Competency White paper*





## VALUE DIVERSITY

We must embrace London's diversity as its greatest strength—supporting and reflecting the diverse needs of London's citizens through our teams, buildings and neighbourhoods.

London is one of the most diverse cities in the world—from its neighbourhoods and cultures to its history and architectural styles. People have long been drawn to the capital for its diversity of offer, as an epicentre of new experiences and connections.

London is also home to one of the largest concentrations of design and architecture professions in the world, and yet those who work within these industries do not currently reflect the diverse make-up of its citizens. As an industry we must ensure that those who make decisions about the future of the city better reflect those who live within it and examine what inclusive brief setting really means. As we plan for future generations, we must focus our attention on how we build for the diversity of citizens that this represents.

Our places must also work much harder to add value to people's lives. Across the city, there is a 'sorting effect' taking place between what happens digitally and what happens physically, driving a greater emphasis towards diversity of offer in our neighbourhoods, high streets and buildings. As people make more conscious decisions about where they spend their time, places need to provide greater opportunities for

high-quality experiences and connection, over space and over time.

This requires a focus on openness and permeability, ensuring that our industry is accessible to all, and that places provide nodes for diverse exchange of ideas and thought.

Sikh History 'on the Streets of London' walking tour, South Westminster, LFA 2023. © Kes-Tchaas Eccleston



## VIEWPOINT

BY LUCY MUSGRAVE OBE,  
FOUNDING DIRECTOR, PUBLICA

All cities are places of conflict, ideas, creativity, and knowledge. This human and urban condition is productive, unruly, beautiful and needs to be celebrated. Why should we embrace the diversity of London? Because the diversity of our communities, of who we are, the complexity of our neighbourhoods, the diversity of uses, the vitality of human life within and in between our buildings, is fundamental and is London's strength. If we could shift and enrich our understanding of this we would realise the answer is in the neighbourhood.

Our city may be a vibrant, diverse, dynamic place, but over many generations exclusion and bias has been built in as a result of top-down, technocratic decision-making which misses the opportunity to understand our distinct neighbourhoods and communities. To be able to deliver the right urban development we need multiple perspectives to create the right briefs.

Neighbourhoods have complex identities understood by those that use them but not necessarily by those who invest and change them. We would do better to find new skills to be able to incorporate varied perspectives and lived experiences in the process of urban change. Understanding a layered and complex picture of urban life is crucial to a neighbourhood's success and its ability to thrive, adapt and sustain change. But as writer Sara Ahmed says "if you have to shout to be heard you are heard as shouting."

The risk of ignoring this complexity, of not hearing or including our communities is a cleansed city, a place of displacement, ripe with extraction—we can do better. The GLA has led important work in recent years, working with the professional institutes on a joint EDI action plan, publishing the

Supporting Diversity Handbook, building EDI into major procurement and supporting inclusive city design research and policy. And many of the key aspects of urban planning are no longer on the periphery—they are being brought to the centre: climate action, social justice, health, and how we work. At Publica we have been supporting this agenda and producing research and policy to make the city child-friendly, to have practical tools for understanding how we can plan and design the city for women and gender diverse people, and leading the policy agenda on the evening and night-time. We do it by listening to and respecting different perspectives.

We all have a lot at stake. If we don't build inclusive, joyous, rich, supportive, fair places we will not only have continued to fail our communities, but we will also have failed to use the ideas, creativity and knowledge of this great city. And the result will be a less resilient city just when we need resilience more than ever.

The Public Realm Inclusivity Panel (PRIP) was set up to give a voice to local people who are not usually included in the process of creating development projects and includes a diverse group of people from the local area, aged 15 and up, who have a range of lived experiences, requirements and support needs. Earls Court Development CGI shown below





### NLA EXPERT PANEL ON WORK

Modern office design has shifted from focusing on space efficiency to nurturing collaboration, education, culture, and community. Buildings that connect with and add to the local community will prosper, via mixed or hybrid use developments that extend the occupation of the development. We believe that landlords will need to look at more flexible leasing options to support occupier demand for flexibility, while new office developments should consider more ‘fluid’ occupation scenarios, with expansion and contraction buffer zones to support the occupier on an ‘as needed’ and agile basis.

See more:  
[WRK/LDN: Office revolution](#) published by NLA in 2021

[NLA Expert Panel – Work White paper](#)

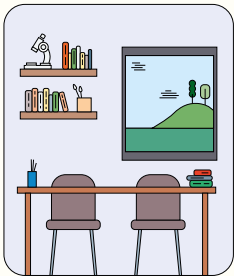


### NLA EXPERT PANEL ON HIGH STREETS

Clearly high streets, and in turn retail, have experienced huge challenges following COVID-19, Brexit and changes to online shopping habits. Good high streets are ecosystems, a combination of economic, sustainable and community growth. We can enable high streets to take on a more diverse mix of uses by taking a joined-up approach, rather than focusing on each specific site in silos. The best value for high streets comes when community, developer, and borough work together, and the role ‘Town Centre Manager’ has been an increasingly important one to act as a bridge between local authorities, developers, communities and businesses, safeguarding a common purpose.

See more:  
[Local London: Building resilient neighbourhoods](#) published by NLA in 2021

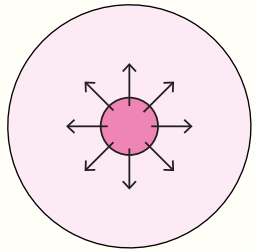
[NLA Expert Panel – High Streets White paper](#)



### NLA EXPERT PANEL ON EDUCATION

The decline of traditional retail means high streets are having to adapt to attract a more diverse range of uses. Similarly, there is evidence of under-utilised commercial office space in both town centres and the periphery. This presents an opportunity for some of these spaces to be re-used for education with the potential to make educational provision, particularly early years and adult education, more accessible.

See more:  
[NLA Expert Panels – Education White paper](#)



# THINK BEYOND BOUNDARIES

We must think beyond the ‘red line’ of development plots, administrative borders and industry silos.

Invisible boundaries account for why many things across the city look and feel the way they do. From administrative borders such as borough or city boundaries, to land ownership and development site plots, accountability for land and its development is bounded by ‘red lines’ that demarcate ownership or political influence. London’s built environment community is itself bound by professional silos, with distinct training paths and professional languages.

Local authorities play a key role as custodians of place, using their planning and convening powers to set a wider vision and promote greater diversity of place, while the GLA plays a critical role in providing a wider holistic view across the city. Yet London’s approach to plot-based urbanism has also at times resulted in buildings that operate in silo, or infrastructure such as cycle lanes and sustainable urban drainage systems (SUDs) that do not join up.

Over the last decade or so, we have seen a significant shift in the attitude of the built environment community to understanding the value of investing outside the ‘red line’ of development plots, and a coming together around impact on ‘place’. Crossrail, for example, has exemplified this approach

through its investment in the public realm, generating wider uplift around its central station sites.

By thinking about our impact beyond these boundaries and collaborating with others, we have the opportunity to unlock far greater benefits and respond to wider urban challenges which operate far beyond our traditional remits.

*Crossrail has played a fundamental role in the way we think about enhancing the value of investment outside the ‘red line’ of the development plot, as exemplified here at Bond Street Tube with significant public space improvements and value uplift to the surrounding area. © Nick Turpin for Transport for London*



## VIEWPOINT

BY NABEEL KHAN, CORPORATE DIRECTOR – CLIMATE & INCLUSIVE GROWTH, LONDON BOROUGH OF LAMBETH



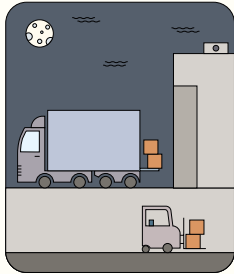
*SC1 is a Life Sciences District in London Bridge brought together via partnership of a world-renowned university, a charitable foundation, flagship teaching hospitals, local government and communities, with the aim to optimise health equity. © Morley Von Sternberg*

Thinking beyond boundaries, both perceived and actual, does not always come naturally to the public sector. The ever-changing contours of local political discourse see to that. Increasingly though, there is a recognition that in order to deliver greater value for the city and for Londoners, we need to break with the business-as-usual mindset.

In Lambeth and Southwark, we have tried to do exactly that by bringing together industry, academia, health institutions and local authorities through our SC1 partnership to start thinking beyond the ‘red line’ of development plots, administrative borders, academic rivalries and industry silos.

The SC1 vision is to create a transformative life sciences ecosystem in central London dedicated to innovation, creative partnerships and to improve life for our local communities. We believe the wealth of clinical and research expertise, combined with the rich cultural heritage of south-central London, has the potential to transform SC1 into a powerhouse postcode for healthcare innovation, attracting visionary start-ups, founders, entrepreneurs and partners from the BioPharma, BioTech and MedTech worlds, all working together to improve the lives of people locally and globally for generations to come. And uniquely, we are seeking to put health equity at the heart of our plans.

Health equity, in the broadest sense of the term, is achieved when every one of the 625,000 residents that live in Lambeth and Southwark can attain their full potential for health and wellbeing. As a partnership, we approach our work on this shared overarching purpose through distinct lenses, with different areas of expertise and varying resourcing constraints, but we are acutely aware that we are more impactful as a team than the sum of our parts—call it our Collaborative Advantage. And it is this advantage that we hope to capitalise on when it comes to reimagining innovation and health equity.

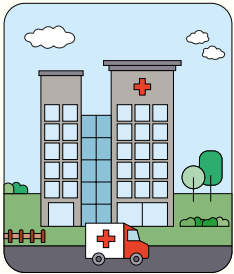


NLA EXPERT PANEL ON  
INDUSTRIAL & LOGISTICS

The choreography of goods and services is still relatively poor across London compared with that of people. We should look harder at existing arteries and their potential timeshare opportunities in cities. The River Thames can tidally float a barge with 24 containers from East to West and back, which is 24 HGV's off the roads for one round trip; unused subterranean tunnels like the Royal Mail Well-Line could transmit goods; and e-mobility is already very positively disrupting the white van culture. Over the next year, we will be working with owners such as the Greater London Authority, Port of London Authority, Transport for London and Network Rail to take a look at the sometimes chaotic realities and together explore strategies to make the flow better for all parties, whilst inherently reducing environmental impact.

See more:  
[Industrial & Logistics: Can London deliver?](#)  
published by NLA in 2023

[NLA Expert Panel – Industrial & Logistics White paper](#)

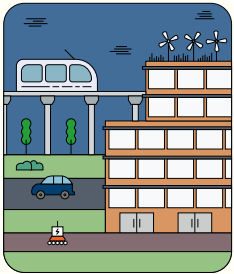


NLA EXPERT PANEL ON  
HEALTHCARE

We must think beyond NHS site boundaries to improve population health. Encouraging utilisation of vacant assets, such as high street retail units, partnership working with local authorities, reusing council assets through Local Plans and masterplanning, would greatly improve access to health facilities. Over 2024 we will be working across NLA Expert Panels to investigate the creation of a Green and Blue Masterplan across London linking all green and blue spaces into a cohesive network, understanding the blockers and challenges for both public and private sector organisations as well as post project evaluations of key outdoor regeneration projects and how they have impacted community health outcomes.

See more:  
[Knowledge Networks: London and the Ox-Cam Arc](#), published by NLA in 2020

[NLA Expert Panel – Healthcare White paper](#)

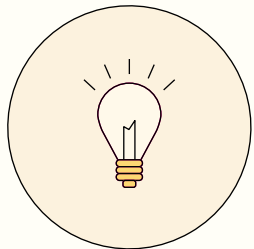


NLA EXPERT PANEL ON BUILT  
ENVIRONMENT TECHNOLOGY

Today, when we interact with digital technology, it is easy to overlook the physical impacts of our activities. And yet digital infrastructure makes its mark on our built environment in a number of ways, namely through the requirements for energy-demanding storage facilities, intricate cable networks, and costly end-use devices. We need to work together to develop a London-wide masterplan for the implementation of digital infrastructure that considers public service requirements, the storage of public data, land use, and energy requirements as one.

See more:  
[NLA Expert Panel – Built Environment Technology White paper](#)





# LEVERAGE INNOVATION

We must leverage new technologies and tools that empower London’s citizens and support the creation of places that foster that innovation.

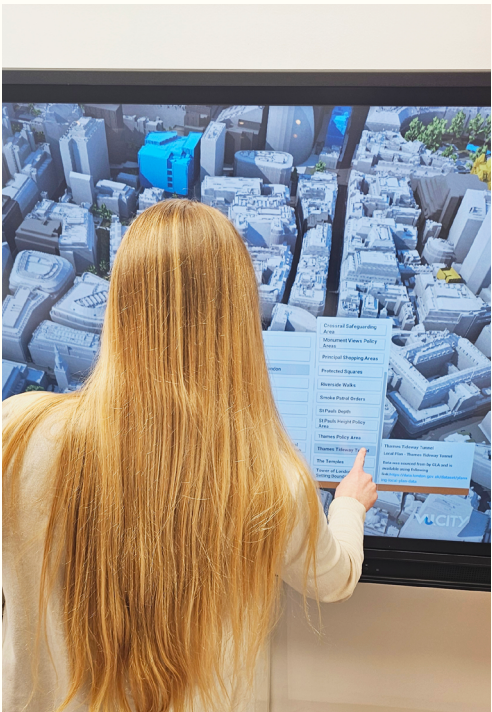
Through this diverse exchange of thought and ideas, cities have become centres of innovation. Over the years, our community has created places centred around innovation that can support a more equitable and inclusive city, centring their focus on local needs and bringing benefits back to the communities that they serve. Many of these centres are fostering the growth and development of new technologies and tools which serve the urban realm. When fully embedded into our vision for the city, these have the ability to be a significant enabler of change.

Technology as a communication tool can be used to facilitate a more inclusive and informed dialogue between citizens and public and private stakeholders. We can also use technologies to improve the everyday environmental conditions and experiences of shared buildings, spaces and mobility systems; and as an operational tool, ensuring the safe, equitable and efficient distribution of material and immaterial resources today and for generations to come. Digital city twins have the ability to offer an even more enhanced view of the impact of future development on the city.



Known as the Knowledge Quarter, Kings Cross Innovation District acts as a vital incubator for the UK, cultivating groundbreaking technologies through its scientific institutions. This has a big impact on a global scale.

Doing so will require some significant joined-up thinking to overcome wide-spread barriers to the adoption of technologies across the industry; more accessible digital tools for citizen engagement; common metrics that enable us to pool data from multiple sources; and the delivery of accessible, resilient and sustainable physical digital infrastructure.



VU.CITY offers city-specific planning data layers, empowering data-driven decision-making and thorough site analysis for a more informed and impactful approach to urban development. This technology makes the built environment accessible to people and communities, fostering greater inclusivity and engagement in the planning process.

VIEWPOINT  
BY DR WEI YANG, CHAIR,  
CONSTRUCTION INDUSTRY  
COUNCIL; CEO, DIGITAL TASK  
FORCE FOR PLANNING

Following the path of justice can take people a long way; cities and professions are no exception.

London has served as a wellspring of innovation for centuries, with a spirit of creativity deeply ingrained in the DNA of its citizens. In the current post-pandemic world, one of the biggest challenges that London faces is the increasingly blurred boundary between the physical and virtual realms, and this challenge extends to the built environment profession.

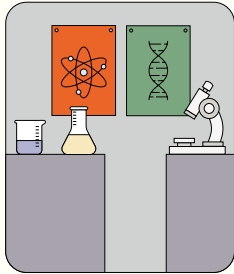
To what extent can we influence the rapidly digitised world? The answer is clear when we revisit our purpose. As built environment professionals, we bear the responsibility for the wellbeing of the people, the natural environment, and the inclusive society we all aspire to live in. It is our ongoing responsibility in the digital era to pioneer a way forward, building upon a foundation rooted in the values of social and environmental justice.

Innovation extends far beyond technological advancement. While new technologies are significant contributors, they do not independently revolutionise society. The fundamental driver of innovation lies in our ability to ask the right questions for the public good. By framing inquiries that challenge the status quo and encourage creative problem-solving, we unlock the potential to leverage innovation for the betterment of people, the environment, and society at large.

Utilising new technologies, these innovations may involve new approaches, methods, or ideas that lead to positive change and improvement in various aspects of our lives and society. As a result, innovation transcends the boundaries of technology and opens the door to a world of possibilities that can transform how we live, work, and interact with the world around us.

London can be a global stage for innovation that serves the greater good, paving the way for a brighter future for humanity, nature and our interconnected world.



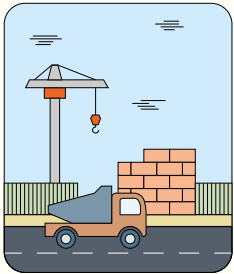


### NLA EXPERT PANEL ON INNOVATION DISTRICTS

Innovation districts are key to building on London’s global research and education excellence, helping to drive business productivity, and supporting people in up-skilling, reskilling and in growing businesses. We need more spaces for innovation with a mix of uses around these districts, with affordable workspace and residential accommodation, creating inclusive multi-functional spaces and sustainable communities for the future. Planning can support this by encouraging a mix of use classes in close proximity, with a diversity of building types and sizes. Our focus has been on how we develop more inclusive innovation districts to build on the city’s innovation capacity and capability in a way that benefits all.

See more:  
[Innovation Districts: Designing inclusive places](#) published by NLA in 2022

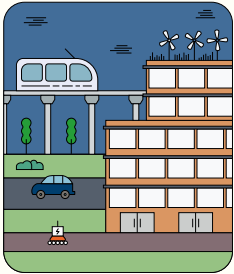
[NLA Expert Panels – Innovation Districts White paper](#)



### NLA EXPERT PANEL ON PLANNING

The coronavirus pandemic has accelerated the digitalisation of the planning system, leading to significant, and potentially long-lasting, changes in the way we approach consultation and accessibility of information and data. Publishing a list of approved technologies and their purpose, following the Government’s digital pilots, would help to ensure consistency across local authorities. At the city scale, a city-wide, digital model would help the public better understand and visualise what is happening and what is proposed, enabling us to bring London’s young people and disadvantaged communities into discussions about place and planning.

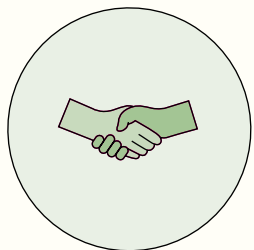
See more:  
[NLA Expert Panel – Planning White paper](#)



### NLA EXPERT PANEL ON BUILT ENVIRONMENT TECHNOLOGY

London needs a holistic, people-centred, outcome-led vision for the application of digital technology in the built environment. We must utilise information and communication technologies to improve how we inform and communicate with citizens. We can start with young people, like the C40 Cities: Schools Reinventing Cities, with Minecraft Education, to demystify the digital sector and foster the next generation of innovators. A legal framework and certification system should be devised for collaboration and innovation in construction to help public authorities and developers navigate different digital solutions.

See more:  
[NLA Expert Panel – Built Environment Technology White paper](#)



# WORK IN PARTNERSHIP

We must embrace the power of collective and coordinated action.

No one industry or political leader can solve London’s challenges alone. As we come to better understand the ways in which our built environment is so intrinsically linked to the lives of its citizens, so too must we work in more collaborative and multi-disciplinary teams that have the ability to unlock the wider benefits from our investment in place. London needs collective and coordinated action—embedded within a wider cluster of community and built environment professionals, investors and citizens.

London has always been a ‘negotiated city’, and over time it has become home to a growing number of local partnership models which have emerged to unlock value in more innovative ways and respond to local need—from Business Improvement Districts, to Net Zero Neighbourhoods, Neighbourhood Forums and Community Interest Companies. Such partnerships have the power to raise funds that can be directly invested back into that community; however the power balance within these partnerships is critical, and we need to be innovative in the way we respond to local need by ensuring these models are democratically accountable and rooted within local leadership.

London must also take more responsibility

for its relationship with other regions and towns, creating good neighbour policies and programmes, and collaboration for mutual advantage. At the global scale, London has the opportunity to sit at the heart of a global network of cities sharing thinking and solutions that will shape our world for decades to come.

“A pivot to more human-centric urban spaces will require democratic collaboration of the diverse stakeholders within the built environment: not just town planners and civil servants with a political mandate to do so.”

*Stephen O'Malley, CEO and Founding Director, Civic Engineers*

—  
*The Tooley Street Triangle, Charles Holland Architects; 2018 winner of the LFA Design Competition with team London Bridge © Jim Stephenson*



## VIEWPOINT

BY GRAEME CRAIG, CHIEF EXECUTIVE OFFICER, PLACES FOR LONDON

Development has never been easy, and it’s certainly not getting any easier to bring schemes forward, but by working in collaboration with the private and public sector, it’s perfectly possible to bring forward truly transformative schemes.

In Places for London, all our sites are next to transport infrastructure, which makes them complex and expensive to develop. But, working with developers, we combine our engineering expertise with their commercial real estate experience to unlock developments that would otherwise be impossible.

We have completed our development at Blackhorse View with Barratt London and L&Q. It’s a car-free, development across from Blackhorse Road Tube station, bringing 350 new homes to the community—50 per cent of which are affordable. As with every scheme we deliver, we focus on transport improvements, in this case including a new public cycle hub. We are also working with Barratt London at Wembley Park and Bollo Lane, and we hope to work with them on many more.

Similarly, combining our land and skills with Grainger’s expertise and experience in the Build to Rent sector, we are currently building over 1,200 high-quality, low-carbon homes, including 40 per cent affordable housing, with hundreds more to follow.

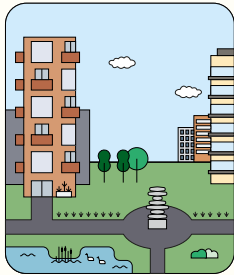
Increasingly, we will be working with partners on a multi-site, multi-year basis. And that is not just private sector partners. Our collaboration agreement with Network Rail will see us jointly building thousands of homes across dozens of sites—including

Stratford and Victoria—whilst also bringing forward critical infrastructure that London urgently needs.

Transport for London is already one of London’s largest landowners. By working in partnership with communities, developers, the Mayor of London, our neighbours, local councils, and other landowners, Places for London can multiply the opportunity, allowing us to think big and create a greener, kinder and more connected London for everyone.

—  
*Beechwood Mews, close to the North Circular Road, in Barnet, Places for London with Kuropatwa, designed by Peter Barber Architects, 2022*



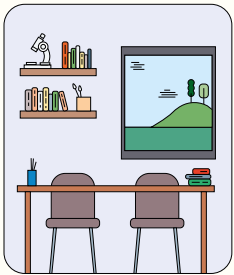


NLA EXPERT PANEL ON  
PUBLIC SPACE

Ownership is created when local people are given the genuine opportunity to engage and shape the development and design of public spaces to suit their needs. Currently the developer tends to hold and shape the engagement narrative for communities to respond to. Through taking an approach more similar to participatory research, we can level the power dynamic between developer, community and local authority to something more collaborative, increasing the potential for designing with positive impact for people.

See more:  
[Public London: Ten years of transforming spaces](#) published by NLA in 2015

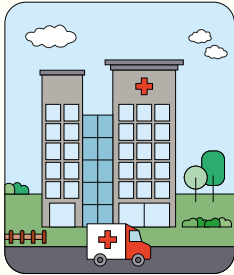
[NLA Expert Panel – Public Space White paper](#)



NLA EXPERT PANEL ON  
EDUCATION

We now have an urgent need to develop an affordable and deliverable retrofit package that can be rolled out at scale to schools. University and college estates are further ahead on this journey with committed plans to decarbonise by set dates, in some cases less than a decade. The management of the schools estate is fragmented and retrofit action is currently taking place in a siloed way. We are looking at how we can connect networks and share available data, including through establishing a London-wide forum for schools for this specific issue to lobby for action and share best practice between school estate managers and industry professionals.

See more:  
[NLA Expert Panel – Education White paper](#)



NLA EXPERT PANEL ON  
HEALTHCARE

We recognise that there is a skillset deficit and a wide divergence in knowledge required in redeveloping healthcare assets. Key to improving this is collaboration. This includes putting time, energy and resource to maximise the skills of the NHS Estates and Development teams in partnership with the London Universities. We are investigating the development of an academic and healthcare system partnership to maximise the estates development skills of London's NHS Estates and Development teams.

See more:  
[NLA Expert Panel – Healthcare White paper](#)

# PART D: TAKING ACTION

The New London Agenda marks the beginning of a new cycle.

Embedding the Agenda will require us to work together to identify and break down the barriers to each approach; honest and open discussion to seek the true mechanics behind best practice and to share where we have got things wrong; and a collaborative attitude to bring along those who hold the greatest balance of power.

As 2024 begins, we enter a key election year, with a London mayoral election and a general election due, which will set the political narrative and tone for the following four years. While this Agenda focuses on the actions we can take as a community, honest conversations with our political leaders will be critical to ensuring alignment across policy, funding and investment in skills.

In this concluding section, Carlo Castelli reflects on the opportunity London has to become a beacon for global urban development, and we present the actions we will take as a built environment community to drive this Agenda forward over the next four years.

Each one of us can play our part in supporting this movement—we hope you will join us as we work together to build a London that is fit for all its citizens and respectful of the world's limited resources.

## A BEACON FOR GLOBAL URBAN DEVELOPMENT

BY CARLO CASTELLI, FOUNDER,  
URBAN PURPOSE; CO-CHAIR  
INFRASTRUCTURE AND URBAN  
DEVELOPMENT COUNCIL ULI UK  
AT URBAN LAND INSTITUTE

—  
*The Meridian Water project in Enfield showcases how collaborative value-building approaches across scales can bring together local regeneration, regional identity and national competitiveness, productivity and investment. Health is a particularly strong example of how active travel and affordable housing at a local level can produce value at a regional and national level where relative budgets are held.*



The New London Agenda champions a forward-looking new social contract dedicated to equity, sustainability and prosperity for all Londoners, a prime leading beacon for global urban communities. This is anchored in a place-based structure, encapsulating London's unique essence: those who live in and contribute—economically, culturally and socially—can find a place of belonging in this dynamic city of arrival.

As London embarks on a new 30-year cycle, it can set the standards for cities around the world.

### *Reinventing London*

London's foundation—and its most contemporary and powerful urban trait—lies in its open, distributed structure, echoing Abercrombie's vision of a collection of diverse, vibrant villages connected radially but more and more often orbitally. A renewed spatial economic and social relationship between London and its regional metropolitan area will look beyond traditional boundaries and reinforce itself as a benchmark. Thanks to a rediscovered and more deliberate polycentricity, outer town centres will harvest greater possibilities and dynamics than ever before. A global city that is green, innovative, open, caring, lively and dynamic—these are the bedrocks upon which London builds its future.

The local and neighbourhood dimension of a global city like London can also offer development and engagement models that are valid for intermediate cities from which London can in turn learn.

### *A Methodological Framework for Change*

The Agenda raises pivotal questions about measuring impact and redefining value in the 21st century. London, the city of cities, stands as the global city of the 21st century, exhibiting unparalleled diversity across

people, places, atmospheres, cultures, and opportunities. It embodies the modern Venice Marco Polo refers to in Invisible Cities, encapsulating a myriad of urban experiences around the world—and yet in the same place.

This Agenda advocates for a ‘purpose-case approach’, a different way to (re-) define value and capture it. This much needed paradigm shift emphasises the need for a regional and inter-scalar approach to value creation and capture.

Together, we can leverage the Agenda to create an accessible, open and usable toolkit—a methodological framework that empowers various stakeholders and actors in the built environment to drive transformational change and measure success on its impact. This framework will serve as the compass, guiding decision-making processes, ensuring coordinated and integrated progress across the six areas the Agenda puts forward.

This is an invitation to find innovative and inclusive ways to look at collaboration between different actors in the value chain as a necessity, not as a ‘nice to have’, creating spaces for innovation that are pre-competitive. Inclusive and diverse processes will promote glances across the table to see who is missing, avoiding blaming exercises but to increase the variety of contributing voices.

As the Muslim adage goes, ‘a lot of different flowers make a bouquet’.

London aspires to be the crucible where climate solutions and equitable approaches find an ideal marriage. The suggested direction is a collaborative process, pushing and leveraging the many emerging innovative ways to measure impact and purpose within the built environment community. This entails leveraging existing efforts and outlining an integrated proposed methodology, accessible to all, to navigate this framework in practice.

*A Bold Vision for the City's Future*

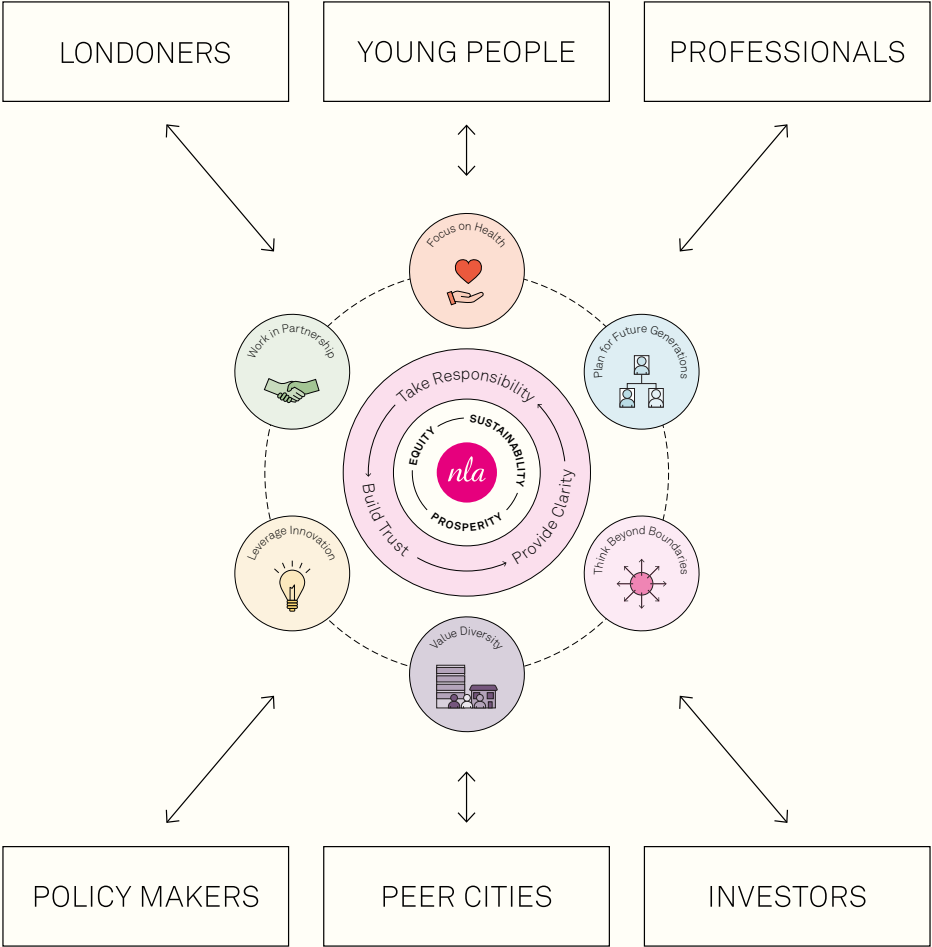
The Agenda represents a bold vision for the city’s future. Through collaboration, innovation and a methodological framework, London can chart a course towards equity, sustainability and prosperity.

It will do so by celebrating London’s diversity and integration, both in voices and perspectives. London has to better elevate its ability to be a choir of soloists, harmonising the rich tapestry of contributions from stakeholders with diverse backgrounds.

It will augment London’s advantages, giving it a special ‘quality of life’ equation, one that matches its business acumen and supports its global competitiveness, while elevating the offer for its citizens.

A global city is part of a network of regional cities, super-connected, digital and physical.

The New London Agenda is not just a roadmap for London but a beacon for global urban development, positioning the city at the forefront of 21st century urbanism.





# OUR ACTIONS

Over a period of four years, aligning with the next political cycle, London's built environment community will work collaboratively, coming together across disciplines, and with the broadest outreach, to embed the values and principles of this Agenda into our work.

NLA will report on our progress each year, reviewing the framework and its impact in four years' time.

## ① REIMAGINING THE CITY

We will seek fresh new ideas for London that respond to this Agenda, starting with the launch of a major international ideas competition *Reimagine London*. Ideas from multi-disciplinary teams, communities and schools will be presented to an international panel, including the Mayor of London within the first 100 days of their new term, showcasing London's capacity for innovation and world leading design.

The New London Awards, winners lunch celebration



Elephant park

## ② A NEW INVESTMENT PROSPECTUS

We will redefine and reshape the type of investment London seeks by putting the Agenda at the heart of London's new Investment Prospectus with London & Partners, as London looks to raise £100bn of investment into London's real estate, regeneration, infrastructure and energy. Through *Opportunity London*, we will bang the drum for London around the world and seek to attract long-term institutional investment that aligns with our Agenda for the city.

Don't Move, Improve! (DMI) design Surgery at The London Centre



Networking at The London Centre

## ③ RE-SKILLING FOR THE FUTURE

We will invest in skills for the future by supporting the development of lifelong skills across the industry, focusing on those critical collaborative and cross-sector skills needed to deliver on this Agenda, supported by a new Skills for London steering group. We will build an open-source platform of best practice, celebrating those who go above and beyond to ensure their projects have the best possible impact on people and planet, through the *New London Awards* and feedback on our findings.

## ④ UNLOCKING OPPORTUNITY

We will unearth the barriers to implementing the core pillars of the Agenda in key places and sites across London, focusing on where we have the ability to unblock these barriers and embedding 'black box thinking' into our approach. The New London Leaders programme will bring together local authority leaders with leaders across the industry to look at how we can unlock barriers on key sites across the capital.

## ⑤ REDEFINING VALUE AND IMPACT

We will evolve the way we measure and define our impact, by developing the Agenda into a measurable toolkit that we can all use to test our decision making and better understand our impact on place. Over the next year, our *Expert Panels* will begin this work through analysis of case studies, setting a baseline, and refining a comprehensive set of objectives and Key Performance Indicators (KPIs) that leverage existing frameworks.



State of the Market Panel Discussion at LREF

## ⑥ MUTUAL LEADERSHIP AND INVENTION

We will support the aggregation of sites and investment opportunities across the capital through facilitating new public private partnerships that deliver solutions to some of London's biggest challenges at scale, from affordable housing and retrofit to new transport and energy infrastructure. The development of a Homes for Londoners Fund, developed through *Opportunity London*, will be the first test model, with the target to deliver net zero affordable rented homes for working Londoners across the capital.





Architectural photography workshop, as part of the School Engagement Programme at LREF 2023

### ⑦ DEMONSTRATOR DISTRICTS

We will demonstrate and test the principles across key sites in London, starting with Places for London, TfL's property company. We will embed the principles of the Agenda into key design competitions for the capital, including those within our Collaborate programme.

### ⑧ A LEARNING REVOLUTION

We will create new points of access to the built environment industry, supporting young people to understand the various pathways they have to shape places of the future, including via a new toolkits for schools delivered alongside education bodies. Through the launch of a new Future City Makers programme, we will endeavour to make the built environment sector more accessible to young people from across the capital, particularly those from non-traditional backgrounds.

### ⑨ GOOD NEIGHBOUR POLICIES AND PROGRAMMES

We will take greater responsibility for London's relationship with other regions and towns, creating good neighbour policies and programmes and collaboration for mutual advantage across the nation. A new international Cities Forum will enable sharing of best practice and learnings between London, its neighbours and peer cities, and facilitate the development of greater cross-boundary conversations.

Chit Chat Chair, Studio Groove; one of the winners of the 2023 Pews and Perches competition, LFA in partnership with the Royal Docks © Luke O'Donovan



### ⑩ VISIBILITY, TRANSPARENCY AND TRUST

We will communicate with greater transparency on the role that the built environment has to play in the city and commit to better understanding what good looks like to London's citizens. Using our models at The London Centre, research, programming and communication channels we will work to double our engagement from 1.2 million Londoners over the next four years. Through the London Festival of Architecture, which celebrates its 20th year in 2024, we will open up meaningful conversations on the future of the city, bringing the theme of 'Reimagine' to the streets of London.

A school visit at the London Centre



# ACKNOWLEDGEMENTS

The New London Agenda has been guided by the New London Sounding Board, with oversight from Senior Advisors Sadie Morgan, Greg Clark and Robert Gordon Clark, and with contributions from the following NLA Committees and Panels, encompassing some 400+ individuals.

<b>Gordon Adams</b> Battersea Power Station
<b>Rajesh Agrawal</b> Opportunity London Steering Group member
<b>Tom Alexander</b> Aukett Swanke, Chair of Industrial and Logistics Expert Panel
<b>Sarah Allan</b> DLUCH, Housing Expert Panel member, LFA Committee member
<b>Frank Anatole</b> Network Rail, Public Realm Expert Panel member
<b>John Anderson,</b> mperial College London, Innovation Districts Expert Panel member
<b>Shaun Andrews</b> Nexus, Wellbeing Expert Panel member
<b>Gabrielle Appiah</b> AECOM, Diverse Leaders Committee member
<b>Jade Appleton</b> London & Partners
<b>Deirdra Armsby</b> City of Westminster, Planning Expert Panel member
<b>Philip Askew</b> Peabody, Public Realm Expert Panel member
<b>Luke Askwith</b> Gensler, Tall Buildings Expert Panel member
<b>Gareth Atkinson</b> Civic Engineers, Net Zero Expert Panel member
<b>Henrietta Atkinson</b> Ballymore, Public Realm Expert Panel member
<b>Lucy Atlee</b> Places for London, Net Zero Expert Panel member
<b>Mike Axon</b> Vectos (Part of SLR), Transport & Infrastructure Expert Panel member
<b>Joanna Bacon</b> Allies and Morrison, Tall Buildings Expert Panel member
<b>Sweena Badhan</b> EY
<b>Marion Baeli</b> Studio PDP, Net Zero Expert Panel member
<b>Rachel Bagenal</b> London Borough of Hackney, Housing Expert Panel member
<b>Diaa Bahopia</b> Sweco UK Limited, Wellbeing Expert Panel member

<b>Stuart Baillie</b> Knight Frank, Chair of Tall Buildings Expert Panel
<b>Peter Baird</b> Perkins&Will, Innovation Districts Expert Panel member
<b>Neil Baker</b> Weston Williamson+Partners, Transport & Infrastructure Expert Panel member
<b>Michelle Baker</b> AtkinsRéalis
<b>Jason Balls</b> EPR Architects, Work Expert Panel member
<b>Yolande Barnes</b> Bartlett Real Estate Institute
<b>Ashley Bateson</b> Hoare Lea LLP, Chair of Net Zero Expert Panel
<b>Laura Batty</b> Heyne Tillett Steel
<b>Sophie Beagles</b> London Borough Ealing
<b>Kwamena Beecham</b> Pilbrow & Partners, Next Gen Committee member
<b>Carrie Behar</b> Useful Projects, Wellbeing Expert Panel member
<b>Declan Bennett</b> London Communications Agency, Next Gen Committee member
<b>Tom Bentham</b> Max Fordham, Education Expert Panel member
<b>Lucia Berasaluze</b> Haptic Architects, Technical Competency Expert Panel member
<b>David Bickle</b> Hawkins\Brown Ltd, LFA Committee member
<b>Balazs Bicsak</b> Price & Myers, Technical Competency Expert Panel member
<b>Lucy Bird</b> Berkeley Group (St James/St William), Planning Expert Panel member
<b>Adam Blacker</b> DMWR Architects, Industrial and Logistics Expert Panel member
<b>Theo Blackwell MBE</b> Greater London Authority, Built Environment Technology Expert Panel member
<b>Vanessa Bold</b> Gardiner + Theobald LLP, Transport & Infrastructure Expert Panel member

<b>Niall Bolger</b> London Borough of Hounslow, Built Environment Technology Expert Panel member
<b>Rumi Bose</b> Royal Borough of Greenwich, High Streets Expert Panel member
<b>Louisa Bowles</b> Hawkins\Brown Ltd, Net Zero Expert Panel member
<b>Hugo Braddick</b> Haworth Tompkins, Industrial and Logistics Expert Panel member
<b>Dan Bridge</b> Royal Docks, Opportunity London Steering Group member
<b>Amelia Bright</b> Grosvenor
<b>Lauryn Brown</b> Regal London, Next Gen Committee member
<b>Mark Bruce</b> EPR Architects, High Streets Expert Panel member
<b>Liam Bryant</b> Webb Yates Engineers, Technical Competency Expert Panel member
<b>David Bullock</b> Hayes Davidson, Built Environment Technology Expert Panel member
<b>Jan Bunge</b> Squint/Opera, Built Environment Technology Expert Panel member
<b>David Burns</b> London Borough of Camden, Innovation Districts Expert Panel member
<b>Jonathan Burroughs</b> Creative Places, Chair of Innovation Districts Expert Panel
<b>John Bushell</b> Kohn Pedersen Fox Associates,, Tall Buildings Expert Panel member
<b>Cllr Mo Butt</b> London Borough of Brent
<b>James Campbell</b> Mace, Next Gen Committee member
<b>Cllr Elizabeth Campbell</b> London Councils, Opportunity London Steering Group member
<b>Peter L. Caplehorn</b> Construction Products Association (CPA), Technical Competency Expert Panel member
<b>Emma Cariaga</b> British Land, Sounding Board member, LFA Committee member



**Mark Carter**  
Ryder Architecture, Healthcare Expert Panel member

**Julian Carter**  
Savills

**Carlo Castelli**  
Infrastructure and Urban Development Council ULI UK, Urban Land Institute

**Patricia Cazes-Potgieter**  
Places for London, Planning Expert Panel member

**Chris Charlton**  
Stride Treglown, Technical Competency Expert Panel member

**Joon Chung**  
Prior + Partners, Tall Buildings Expert Panel member

**Beverley Churchill**  
Churchill & Partners Ltd, High Streets Expert Panel member

**Laura Citron**  
London & Partners, Sounding Board member, Co-chair of Opportunity London Steering Group

**Robert Gordon Clark**  
NLA, Senior Advisor, Opportunity London Steering Group member

**Prof Greg Clark CBE**  
NLA, Senior Advisor

**Jane Clay**  
Gensler, Work Expert Panel member

**Phil Coffey**  
Coffey Architects, Wellbeing Expert Panel member

**Jennie Colville**  
LandSecU+I, Net Zero Expert Panel member

**Sarah E Considine**  
Greater London Authority, Diverse Leaders Committee member

**Jennie Coombs**  
BeFirst

**Eddie Copeland**  
LOTI

**Rupert Corbett**  
Buro Four, Innovation Districts Expert Panel member

**Jonathan Cornelius**  
Places for London

**Dee Corsi**  
New West End Company, High Streets Expert Panel member, Opportunity London Steering Group member

**Toby Courtauld**  
Great Portland Estates, Sounding Board member

**Liz Cowie**  
London Borough of Barnet

**Graeme Craig**  
Places for London, Sounding Board member

**Alison Crompton**  
AECOM

**Dan Culling**  
EY

**Stephen Cunningham**  
Barratt London

**Cressida Curtis**  
Brunswick Group, Cities Forum member

**Jennifer Daothong**  
London Borough of Lewisham, Housing Expert Panel member

**Shumaila Dar**  
London Borough of Harrow

**Philippa Davies**  
Derwent London

**Sevra Davis**  
The British Council, LFA Committee member

**Deputy Mayor Howard Dawber,**  
Opportunity London Steering Group member

**Joanne de la Porte**  
GLEEDS UK, Healthcare Expert Panel member

**Dijana Dejanovic**  
Gensler, Next Gen Committee member

**Ben Derbyshire**  
HTA Design LLP

**Anna Devlet**  
British Land

**Anthony Dewar**  
Network Rail, Transport & Infrastructure Expert Panel member, Sounding Board member

**Jessica Daldas,**  
Stories

**Matthew Dillon**  
Arup, Work Expert Panel member

**James Dixon,**  
Benoy, High Streets Expert Panel member

**Robin Dobson,**  
Network Rail, Opportunity London Steering Group member

**Chris Donkin**  
London Sport, Wellbeing Expert Panel member

**Joanne Drew**  
London Borough Enfield

**Louise Duggan**  
Greater London Authority, Sounding Board member

**Ruth Duston**  
Primera Corporation, Sounding Board member

**Tom Dyckhoff**  
Central Saint Martins, University of The Arts London, LFA Committee member

**Jon Eaglesham**  
Barr Gazetas, High Streets Expert Panel member

**Jo Ede**  
Turley

**Lorna Edwards**  
RSHP, Education Expert Panel member

**Elad Eisenstein**  
AECOM, Planning Expert Panel member

**Ben Eley**  
City of London Corporation, Work Expert Panel member

**Richard Ellis**  
Peabody

**Alla Elmahadi**  
Buckley Gray Yeoman, Innovation Districts Expert Panel member

**Tessa English**  
JLL, Industrial and Logistics Expert Panel member

**David English**  
Historic England, Tall Buildings Expert Panel member

**Gary Ennis**  
Barratt London, Opportunity London Steering Group member

**Jacqueline Esimaje-Heath**  
L&Q

**Martyn Evans**  
LandSecU+I, Chair of the LFA Committee, Sounding Board member

**Robert Evans**  
Sounding Board member

**Victoria Evans**  
EY

**Anjna Farmah**  
Places for London, Public Realm Expert Panel member

**Ernest Fasanya**  
Hopkins Architects Limited, Healthcare Expert Panel member

**Rachel Ferguson**  
Pocket Living, Housing Expert Panel member

**Julia Finlayson**  
Argent, Public Realm Expert Panel member

**Katherine Fleming**  
The Northbank BID, Public Realm Expert Panel member

**Fiona Fletcher Smith**  
L&Q, Sounding Board member

**Matt Flood**  
Related Argent, Innovation Districts Expert Panel member

**Catriona Fraser**  
Turley, Industrial and Logistics Expert Panel member

**Nattasha Freeman**  
Turner & Townsend, Technical Competency Expert Panel member

**Ruth French**  
Ryder Architecture, Wellbeing Expert Panel member

**Emma Frost**  
London Legacy Development Corporation, Innovation Districts Expert Panel member

**Shelley Frost**  
Cumming Group, Work Expert Panel member

**Marta Galinanes-Garica**  
AKT II, Education Expert Panel member

**Elie Gamburg**  
KPF, Innovation Districts Expert Panel member

**Lyn Garner**  
London Legacy Development Corporation, Opportunity London Steering Group member

**Lienelle Geldenhuys**  
White Arkitekter, Healthcare Expert Panel member

**Pedro Gil**  
Studio Gil, Commission for Diversity in the Public Realm, LFA Committee member

**Lisa Gledhill**  
Ecoworld

**Bruce Glockling**  
London Borough of Southwark, Education Expert Panel member

**Simon Glynn**  
City of London Corporation, Public Realm Expert Panel member

**Brian Goldsmith**  
Introba

**Gabriella Gomez-Mont**  
Experimentalista

**Tom Goodall**  
Related Argent, Opportunity London Steering Group member

**Mark Gordon**  
Price & Myers, Public Realm Expert Panel member

**Bianca Goulden**  
L&Q

**Philip Graham**  
Greater London Authority, Opportunity London Steering Group member

**Marta Granda Nistal**  
Arup, Built Environment Technology Expert Panel member

**James Green**  
City of Westminster, Housing Expert Panel member

**Alison Griffin**  
London Councils, Opportunity London Steering Group member

**Matt Griffiths-Rimmer**  
Hadley, Built Environment Technology Expert Panel member

**Sara Grohmann**  
Feilden Clegg Bradley Studios, Public Realm Expert Panel member

**Kristen Guida**  
Greater London Authority, Net Zero Expert Panel member

**Milos Halecka**  
MiddleCap, Built Environment Technology Expert Panel member

**Danny Hall**  
The Crown Estate, Built Environment Technology Expert Panel member

**Luke Hamilton-Jones**  
Cadogan, Next Gen Committee member

**Kate Hand**  
London Councils

**Kat Hanna**  
Avison Young, Chair of Next Gen Committee, Sounding Board member

**Paul Hanna**  
Hoare Lea LLP

**Ria Hardy**  
Almacantar, Next Gen Committee member

**Caroline Harper**  
Be First, Industrial and Logistics Expert Panel member

**Steve Harrington**  
Regal London, Industrial and Logistics Expert Panel member

**Matt Harris**  
HOLBA, Next Gen Committee member

**Emma Harvey**  
London Borough Enfield

**Emma Hatch**  
Places for London

**Simon Hatherley**  
AHMM, Net Zero Expert Panel member

**Alice Hawkins**  
Turley, Housing Expert Panel member

**Chris Hayward**  
City of London Corporation, Opportunity London Steering Group member

**Simon He**  
Farrells, Technical Competency Expert Panel member

**Andy Hearne**  
The Crown Estate

**Rob Heasman**  
Earls Court Development Company, Opportunity London Steering Group member

**Peter Heath**  
AtkinsRéalis, Public Realm Expert Panel member

**Andrew Henriques**  
Buckley Gray Yeoman

**Ayako Henson**  
HOK, Transport & Infrastructure Expert Panel member

**Kathrin Hersel**  
Almacantar, Opportunity London Steering Group member

**Simon Hodson**  
JLL, Healthcare Expert Panel member

**Lilli Hoikka**  
Public Practice, Diverse Leaders Committee member

**Matthew Holloway**  
Grimshaw, Work Expert Panel member

**Rollo Home**  
Ordnance Survey

**Darragh Hurley**  
Mount Anvil, Opportunity London Steering Group member

**Graham Hurrell**  
WICONA, Technical Competency Expert Panel member

**Rickardo Hyatt**  
London Borough of Hackney

**Ruth Hynes**  
JLL, Built Environment Technology Expert Panel member

**Richard Hywel Evans**  
Studio RHE, Wellbeing Expert Panel member

**Golnaz Ighany**  
BDP, Net Zero Expert Panel member

**Neil Impiazzi**  
SEGRO, Industrial and Logistics Expert Panel member

**Cannon Ivers**  
LDA Design, Public Realm Expert Panel member

**Olivia Jackson**  
HLM Architects, High Streets Expert Panel member

**Alice Jackson**  
Hoare Lea LLP, Net Zero Expert Panel member, Next Gen Committee member

**Debbie Jackson**  
Westminster City Council, Sounding Board member

**Peter Jackson**  
Skidmore Owings & Merrill (SOM), Tall Buildings Expert Panel member

**Puja Jain**  
British Land, Work Expert Panel member

**Hannah Jameson**  
London Councils

**Alexander Jan**  
Central District Alliance, Transport & Infrastructure Expert Panel member

**Anisha Jogani**  
London Borough of Croydon, Planning Expert Panel member

**Indy Johar**  
00, LFA Committee member

**Andrew Jones**  
AtkinsRéalis, Planning Expert Panel member

**Nona Jones**  
DP9

**Dipa Joshi**  
Chair of Diverse Leaders committee, Sounding Board member

**Shravan Joshi**  
City of London Corporation, Opportunity London Steering Group member

**Kerstin Kane**  
City of London Corporation, Net Zero Expert Panel member

**Kosh Kar**  
Ramboll, Transport & Infrastructure Expert Panel member

**Katerina Karaga**  
Farrells

**Spyridon Katsaros**  
PRP, Planning Expert Panel member

**Peter Kemp**  
Greater London Authority, Planning Expert Panel member

**Nabeel Khan**  
London Borough of Lambeth, Sounding Board member

**Hal Khanom**  
London Borough of Barnet

**Alex Kirker**  
Waterman

**Rhiannon Klein**  
Gerald Eve, Education Expert Panel member

**Katie Kopec**  
JLL, Opportunity London Steering Group member

**Katrina Kostic Samen**  
KKS Savills, Chair of Work Expert Panel

**Rob Krzyszowski**  
London Borough of Haringey, Planning Expert Panel member

**Annelie Kvick Thompson**  
Grimshaw

**Chetan Lad**  
Greater London Authority

**Georgia Laganakou**  
Hopkins Architects Limited, Net Zero Expert Panel member

**Faaiza Lalji**  
Precis Advisory Limited, Innovation Districts Expert Panel member

**Bosco Lam**  
WilkinsonEyre, Transport & Infrastructure Expert Panel member

**Brett Leahy**  
London Borough Enfield

**Kin Kay Lee**  
Studio PDP, Technical Competency Expert Panel member

**Kirsten Lees**  
Grimshaw

**Candice Lemaitre**  
Transport for London, Built Environment Technology Expert Panel member

**Sascha Lewin**  
W.RE, Work Expert Panel member

**Jasmine Lewin**  
John McAslan + Partners, Planning Expert Panel member

**John Lewis**  
Peabody, Housing Expert Panel member

**Sally Lewis**  
Stitch, LFA Committee member

**Miles Lewis**  
Clarion

**Mike Lightbound**  
Related Argent

**Owain Lloyd-James**  
Historic England, High Streets Expert Panel member

**James Lord**  
HTA Design LLP, Public Realm Expert Panel member

**David Lunts**  
Old Oak and Park Royal Development Corporation, Opportunity London Steering Group member

**Miranda MacLaren**  
Morris+Company, Housing Expert Panel member

**Jess Mailey**  
BDP, Education Expert Panel member

**Eleni Makri**  
Stanton Williams, Net Zero Expert Panel member

**Susan Mantle**  
Heyne Tillett Steel, Built Environment Technology Expert Panel member

**Jason Margrave**  
Quintain, Work Expert Panel member

**James Mark**  
Therme Group, Wellbeing Expert Panel member

**Ben Marston**  
Jestico + Whiles, Chair of Education Expert Panel

**Jonathan Martin**  
London Borough of Waltham Forest, Innovation Districts Expert Panel member

**Selina Mason**  
Lendlease

**Ana Matic**  
Scott Brownrigg, Built Environment Technology Expert Panel member

**Oliver Maury**  
Montagu Evans, Housing Expert Panel member

**Anisha Mayor**  
WSP, Chair of Healthcare Expert Panel

**Jo McCafferty**  
Levitt Bernstein, Co-chair of Housing Expert Panel

**Neil McClements**  
Grimshaw, Transport & Infrastructure Expert Panel member

**Connor McDonagh**  
London Borough of Ealing, High Streets Expert Panel member

**Jane McElroy**  
NBBJ, Healthcare Expert Panel member

**Bruce McVean**  
City of London Corporation, Chair of Transport & Infrastructure Expert Panel

**Antony Meanwell**  
E. ON, Opportunity London Steering Group member

**Richard Meier**  
Stories

**Karen Mercer**  
London Borough of Hounslow

**Dominic Millen**  
London Borough Enfield

**Clare Miller**  
Clarion Housing, Opportunity London Steering Group member

**Bonnie Minshull,**  
SEGRO, Opportunity London Steering Group member

**James Mitchell**  
Axiom Architects, Chair of High Streets Expert Panel

**Festus Moffat**  
JRA, Technical Competency Expert Panel member

**Linda Monckton**  
Historic England, Wellbeing Expert Panel member

**Elisabeth Montgomerie**  
AtkinsRéalis

**Dr Tim Moonen,**  
The Business of Cities

**Smith Mordak**  
UKGBC

**Sadie Morgan**  
NLA, Chair of New London Sounding Board, Senior Advisor

**James Morgan**  
Heyne Tillett Steel, Innovation Districts Expert Panel member

**Juliette Morgan**  
Gensler, Net Zero Expert Panel member

**Ros Morgan**  
Heart of London Business Alliance

**Arita Morris**  
Child Graddon Lewis, Chair of Technical Competency Expert Panel

**Joe Morris**  
Morris+Company, Tall Buildings Expert Panel member

**Francis Moss**  
London Borough Ealing, Industrial and Logistics Expert Panel member

**Tariq Mukadam**  
London Borough of Newham, High Streets Expert Panel member

**Ian Mulcahey**  
Gensler

**Jaffer Muljiani**  
BDP, Next Gen Committee member

**Stewart Murray**  
London Borough of Waltham Forest

**Lucy Musgrave**  
Publica, Sounding Board member

**Hazel Needham**  
Expedition Engineering, Transport & Infrastructure Expert Panel member

**Jo Negrini**  
Arup, Chair of Cities Forum, Sounding Board member

**Josephine Neill**  
Arcadis, Healthcare Expert Panel member

**Maja Nesdale**  
Arcadis, Innovation Districts Expert Panel member

**Clive Nichol**  
Fabrix, Work Expert Panel member

**Dame Alison Nimmo**  
DLUHC / Cadogan, Sounding Board member

**Laurel Nyberg**  
Be First, Built Environment Technology Expert Panel member

**Stephen O'Malley**  
Civic Engineers

**Alice O'Carroll**  
Buro Four, Next Gen Committee member

**CJ Obi**  
Urbanist Platform, Diverse Leaders Committee member

**Olaide Oboh**  
First Base

**Carita Ogden**  
Amazon Logistics, Industrial and Logistics Expert Panel member

**David Ogunmuyiwa**  
Architecture+doingplace + MDA, Sounding Board member

**Kemi Oguntoye**  
Inside the Box Advisory, Sounding Board member

**Cllr Anthony Okereke**  
Royal Borough Greenwich

**Riette Oosthuizen**  
HTA Design LLP, Planning Expert Panel member

**Bridget Outtrim**  
Savills, Industrial and Logistics Expert Panel member

**Rachael Owens**  
Buckley Gray Yeoman, Net Zero Expert Panel member

**Betty Owoo**  
BeFirst, Next Gen Committee member

**Ender Ozkan**  
RWDI, Tall Buildings Expert Panel member

**Rebekah Paczek**  
The Earls Court Development Company, Planning Expert Panel member

**Oliver Padmore**  
Westminster City Council, Next Gen Committee member

**Simone Pagani**  
GIA, Built Environment Technology Expert Panel member

**Darren Parker**  
L&Q, Housing Expert Panel member

**Andrew Parker**  
Forsters LLP, Technical Competency Expert Panel member

**Sam Parry**  
London Borough of Hackney, Public Realm Expert Panel member

**Rob Partridge**  
AKT II, Innovation Districts Expert Panel member

**Emily Pearson**  
Gerald Eve, Industrial and Logistics Expert Panel member

**Rob Perrins**  
Berkeley Group, Opportunity London Steering Group member

**Jörn Peters**  
Greater London Authority, Industrial and Logistics Expert Panel member

**Isabel Pietri**  
Lendlease, Housing Expert Panel member

**Neil Pinder**  
London Borough of Wandsworth, Education Expert Panel member

**Deputy Mayor Jules Pipe**  
Greater London Authority, Opportunity London Steering Group member

**Ludo Pittie**  
WSP

**Quinton Pop**  
HOK, Education Expert Panel member



**Jonny Popper**  
London Communications Agency, Chair of Planning Expert Panel, Opportunity London Steering Group member

**Nivene Powell**  
KX Recruit, Wellbeing Expert Panel member

**Sunand Prasad OBE**  
Perkins&Will, Sounding Board member

**Annabel Precious**  
Civic Engineers, Transport & Infrastructure Expert Panel member

**Francesca Prestinoni**  
Hilson Moran, Planning Expert Panel member

**Bill Price**  
WSP

**Paul Prichard**  
Berkeley East Thames

**Mandar Puranik**  
London Borough of Ealing, Transport & Infrastructure Expert Panel member

**Laura Putt**  
Places for London, Transport & Infrastructure Expert Panel member

**Aja Pymble-Ward**  
Stanhope

**Jamie Quinn**  
Related Argent

**Ian Rae**  
London Borough of Waltham Forest, Healthcare Expert Panel member

**Elizabeth Randall**  
Grosvenor, Public Realm Expert Panel member

**Elizabeth Rapoport**  
Polygon Place Strategy, Sounding Board member

**Geoff Raw**  
Be First, Opportunity London Steering Group member

**Romy Rawlings**  
Vestre Ltd, Chair of Wellbeing Expert Panel

**David Reay**  
Stanhope, Innovation Districts Expert Panel member

**Natalie Record**  
Coalition for the Energy Efficiency of Buildings, Connected Places Catapult

**Dorte Rich Joergensen**  
Introba, Net Zero Expert Panel member

**Sarah Beth Riley**  
Be First, Housing Expert Panel member

**Georgina Rizik**  
SC1, Innovation Districts Expert Panel member

**John Roberston,**  
JRA Architects, Technical Competency Expert Panel member

**Julian Robinson**  
LSE, Education Expert Panel member

**Deputy Mayor Shirley Rodrigues**  
Greater London Authority

**Cllr Darren Rodwell**  
London Borough Barking & Dagenham, London Councils, Opportunity London Steering Group member

**Hazel Rounding**  
Shedkm, Chair of Public Realm Expert Panel

**James Rowbotham**  
LandSecU+I

**Mark Rowe**  
Perkins&Will, Healthcare Expert Panel member

**Gordon Roy**  
City of London Corporation, Tall Buildings Expert Panel member

**Katya Samokhvalova**  
Nexus Planning, High Streets Expert Panel member

**Neil Sartorio**  
EY

**Hilary Satchwell**  
Tibbalds, Planning Expert Panel member

**Antje Saunders**  
Allies and Morrison

**Ross Sayers**  
LandSecU+I

**Christopher Schiele**  
Turley

**Mariana Schiller**  
Greater London Authority, Housing Expert Panel member

**Krystin Schwendel Smith**  
Buckley Gray Yeoman

**Charlie Scott**  
Waterman Group, Net Zero Expert Panel member

**James Scott**  
Stories

**Nick Searl**  
Related Argent

**Bek Seeley**  
Lendlease

**Giles Semper**  
Opportunity Kensington, High Streets Expert Panel member

**Dr Neal Shasore**  
The London School of Architecture, LFA Committee member

**Cath Shaw**  
London Borough of Barnet, Sounding Board member

**Victoria Shin**  
Places for London, Work Expert Panel member

**Sam Shooter**  
Hoare Lea LLP, Healthcare Expert Panel member

**Fiona Sibley**  
BDP

**Camilla Siggaard Andersen**  
Hassell, Chair of Built Environment Technology Expert Panel

**Opportune Simon**  
Places for London, Next Gen Committee member

**Serena Simon**  
Westminster City Council

**Allen Simpson**  
London & Partners

**Dr Ankit Singh**  
Waterman Group

**Amandeep Singh Kalra**  
Be First, Housing Expert Panel member

**Steven Skinner**  
HB Reavis, Work Expert Panel member

**Emily Slupek**  
Bidwells, Innovation Districts Expert Panel member

**Tim Smith**  
DP World, Industrial and Logistics Expert Panel member

**Sophie Smith**  
Forsters LLP, Next Gen Committee member

**Soki So**  
RSHP, Wellbeing Expert Panel member

**Andy Stanton**  
Introba

**Tom Steel**  
Heyne Tillett Steel

**Jo Streeten**  
AECOM

**Gwyn Stubbings**  
GLP, Industrial and Logistics Expert Panel member

**Sripriya Sudhakar**  
London Borough of Tower Hamlets, Tall Buildings Expert Panel member

**Taryn Swales**  
EcoWorld London, Wellbeing Expert Panel member

**Sam Szczurek**  
Places for London, Built Environment Technology Expert Panel member

**Craig Tabb**  
DP9, Planning Expert Panel member

**Emma Talbot**  
London Borough of Harrow, Tall Buildings Expert Panel member

**Dan Tassell**  
Haworth Tompkins, Education Expert Panel member

**Binki Taylor**  
Commission for Diversity in the Public Realm, Public Realm Expert Panel member, Sounding Board member

**Steve Tennant**  
Ballymore, High Streets Expert Panel member

**Prisca Thielmann**  
Maccleanor Lavingon, Housing Expert Panel member

**Abigail Thomas**  
Lifschutz Davidson Sandilands, High Streets Expert Panel member

**Ian Thomas**  
City of London Corporation, Cities Forum member

**Andrew Thomas**  
Grimshaw

**Sophie Thompson**  
LDA Design, Transport & Infrastructure Expert Panel member

**Magali Thomson**  
Great Ormond Street, Healthcare Expert Panel member

**Natalie Thomson**  
Buckley Gray Yeoman, Wellbeing Expert Panel member

**Kathryn Timmins**  
Greater London Authority, Public Realm Expert Panel member

**Kathryn Tombling**  
BDP, Housing Expert Panel member

**Victoria Towers**  
Forsters LLP, Industrial and Logistics Expert Panel member

**Tony Travers**  
LSE, Sounding Board member

**Evie Treanor**  
Gardiner + Theobald LLP, Next Gen Committee member

**James Trimmer**  
Port of London Authority, Industrial and Logistics Expert Panel member

**Jake Tubb**  
DP9, Next Gen Committee member

**Lucinda Turner**  
Transport for London, Greater London Authority

**Mark Underwood**  
Turley

**Carl Vann**  
Pollard Thomas Edwards, Co-chair of Housing Expert Panel

**Manijeh Verghese**  
Architectural Association, LFA Committee member

**Kevin Vinson**  
Otis, Tall Buildings Expert Panel member

**Chris Waite**  
Lifschutz Davidson Sandilands, Work Expert Panel member

**Paula Walsh**  
Arup, Opportunity London Steering Group member

**Christopher Wandel**  
VU City, Planning Expert Panel member

**Helen Wang**  
EY

**Tim Ward, Chetwoods**  
Industrial and Logistics Expert Panel member

**Sarah Wardle**  
BECG, Housing Expert Panel member

**Jamie Webb**  
Benoy, High Streets Expert Panel member

**Lisa Webb**  
Gerald Eve, Planning Expert Panel member

**Rob Westcott**  
Civic Engineers

**Ciara Whelehan**  
London Borough of Brent, High Streets Expert Panel member

**Andrew White**  
Berkeley Group

**Russell Whitehead**  
Robert Bird Group, Tall Buildings Expert Panel member

**Amanda Whittington**  
Feilden Clegg Bradley Studios, Work Expert Panel member

**Clare Wildfire**  
Mott McDonald

**Bridget Wilkins**  
DLUCH, Built Environment Technology Expert Panel member

**Alex Williams**  
Transport for London, Sounding Board member

**Chris Williamson**  
Weston Williamson+Partners, Transport & Infrastructure Expert Panel member

**Emma Williamson**  
Old Oak and Park Royal Development Corporation

**Ruth Lin Wong Holmes**  
London Legacy Development Corporation, Public Realm Expert Panel member

**Robin Woodbridge**  
Prologis, Industrial and Logistics Expert Panel member

**Joanne Woodward**  
London Borough of Hammersmith & Fulham, Planning Expert Panel member

**Laura Woolcock**  
KKS Savills, Work Expert Panel member

**Stephen Workman**  
AtkinsRéalis

**Crawford Wright**  
Department for Education, Education Expert Panel member

**Dr Wei Yang**  
Construction Industry Council, Sounding Board member

[NLA on X](#) ↗

[NLA on Instagram](#) ↗

[NLA on LinkedIn](#) ↗



**London's  
built environment  
community**