

MAKING BEST USE OF LAND – DELIVERY PLAN ANNEX TO MD3434

Introduction

The GLA has defined a number of London-level, long-term outcomes which reflect Londoners' aspirations for the city and towards which the GLA, in partnership with others, is working. The Mayoral mandate for this programme makes it clear that the core London-level outcomes to which this programme should contribute are:

- Londoners live in homes they can afford.
- Stable, long-term economic growth benefits all of London's communities.
- Londoners live in neighbourhoods that are well planned and designed.

These London level outcomes will be measured by:

Londoners live in homes they can afford	• Percentage of London adults who say they have not been able to meet their housing payments over the last six months (or who have struggled to do so) • Number of homeless households in temporary accommodation (arranged by London borough councils)
Stable, long-term economic growth benefits all of London's communities	• Real annual GVA growth rate (percentage) • GVA per hour worked (£/hr) • 90:10 ratio of household income inequality (after housing costs)
Londoners live in neighbourhoods that are well planned and designed	• Percentage of adults very or fairly satisfied with their neighbourhood area as a place to live

The mandate also makes it clear that this programme should make a substantive contribution to a wider set of London-level outcomes: London is a net zero carbon city; London is a world-leading global city; Londoners can enjoy green and wild spaces across the capital; London is resilient to extreme weather and the impacts of climate change; and Londoners feel able to take part in the city's cultural life.

Setting out the scale of the challenge

Land and new development must contribute fully to tackling London's housing crisis and supporting economic growth. A new housing need figure of 87,992 homes per annum for London was published by the government in December 2024. This represents a significant increase from the current London Plan target of 52,000 homes per annum and there is an even bigger gap when compared to actual delivery which was c. 32,000 in 2024-25.

Meanwhile, the London Growth Plan sets out an ambitious programme to return London's productivity growth to pre-pandemic levels. This identifies housing as a key constraint but also sets out a wider range of objectives and priorities, including unlocking major economic and commercial clusters and supporting high streets and town centres across the city.

The GLA's approach to land-use planning needs to respond to this context, scaling-up delivery and bringing forward additional sources of capacity for housing and economic development and protecting and enhancing areas of importance to local economies. Good place-making and green infrastructure are a key part of this – not only to enhance the quality of neighbourhoods

and secure objectives around the environment, health and inclusivity but also directly to optimise the use of scarce land and support the acceptability of the increased scale and density of development required to achieve the housing target and accelerate growth.

The approach will also need to manage tensions between competing land uses and policies and balance priorities, including in particular parts of London. For example, where land is safeguarded for industrial purposes and to support new economic sectors (such as data centres, which have a growing demand for space), it can constrain available capacity for new housing, unless opportunities for co-location can be identified.

Delivery conditions for housing have been particularly challenging over the last couple of years, with major viability pressures, backlogs in building safety regulation approvals and supply side inflation. This is the result of long-trend structural factors and regulatory issues, but these have also been compounded by the impact of Brexit, the pandemic and the wider macroeconomic context (chiefly the higher inflation and interest costs that have prevailed over recent years). This means that a careful balance will need to be found between different policy requirements to ensure that requirements for good growth do not undermine delivery in practice by making development unviable.

Generally, London remains an attractive market for commercial development, but investors still highlight some planning barriers which will need to be addressed. Although demand remains strong for premium office space in the Central Activities Zone and key clusters, other important economic locations, including many local town centres and high streets, are struggling in a changing context and the GLA will need to consider how the planning system can help them to adapt and thrive.

Investment in infrastructure is vital if we are to increase the scale of delivery of homes and jobs across London. By enabling greater densities of development, while maintaining liveability, public transport improvements can help to unlock thousands of new homes. They also play a key role in driving economic growth and improving productivity, including by enhancing access to jobs and widening London's labour markets. Other infrastructure challenges, such as energy connections, also need to be addressed with parts of London already facing supply constraints.

Data also shows that Local Planning Authority capacity is a check on delivery for development of all kinds, impacting on the speed of planning determination and also the wider capacity needed to support scaling up of the delivery pipeline proactively.

How the GLA will deliver the outcomes the Mayor requested

The London Plan is one of the Mayor of London's most significant levers. Unlike the Mayor's other strategies there is a statutory requirement for boroughs' local plans to be in general conformity with it and for planning applications to be assessed against it. As such, both the application of the current London Plan and the development of the next Plan will form critical elements of how this delivery plan responds to the challenges identified above.

The new London Plan will have to explore new and more ambitious approaches to identifying capacity for homes and employment and potentially more directive policies to optimise that capacity. It will also need to balance policy priorities in order to achieve housing targets and accelerate the pace of commercial development, including reducing burdens and streamlining requirements on development where appropriate. Even in draft form, the new London Plan will carry weight in planning decisions, helping to drive the changes needed.

But action to support housing delivery and economic growth through more effective use of land cannot simply wait for the completion of a new London Plan. Therefore, alongside work on the London Plan, the GLA will need to identify opportunities for flexibility within the current planning framework that can accelerate growth and then ensure these are progressed at pace.

The Development Management function provides another important mechanism through which the Mayor shapes development and secures affordable housing and other outcomes, as does the effective use of land held by the GLA and other public bodies. The GLA can play a central role in co-ordinating this with boroughs, central government and partners such as the NHS.

The scale of development required to meet housing targets and unlock growth is likely to drive rapid and substantial change in places across the capital. This must be well-designed to create the right conditions for successful adaptation and intensification, to deliver sustainable and inclusive growth and to support deliverability. In addition, the GLA and TfL will need to make the case for increased investment and powers to deliver the transport necessary to unlock this.

The GLA will also need to maintain its commitment to engaging with communities through participatory planning processes and consultations, using a range of tools, to reflect the needs of diverse communities across London, build consensus around the way forward and reduce barriers to delivery.

All of the levers at the Mayor's and partners' disposal will be required – working across different scales, geographies and both short and longer-term timescales – to achieve the objectives of this mandate and delivery plan. In particular, it will be necessary to:

- bring forward early delivery and make full use of existing planning frameworks and the role of the public sector in delivery
- put in place the necessary updated strategic framework through a new London Plan
- establish the foundations for a step change in delivery (bringing forward a range of new capacity at optimised densities) linked to investment in transport infrastructure and strengthening the public sector's role
- ensure the conditions for good growth through high quality design and place-making
- enhance the capacity and capability of the planning system to enable delivery.

These key areas of work are reflected in the workstrands set out below. Throughout this programme, recognising that the solutions to most of the barriers lie beyond the direct control of any one organisation and extend far beyond just planning issues, the GLA will also have to work closely with London's boroughs, the Ministry of Housing, Communities and Local Government (MHCLG), and the wider sector to deliver the interventions necessary to make the best use of London's land. As part of this the GLA will work collaboratively with the government and will engage and advocate to secure the right policy, funding and legislative frameworks to support delivery and facilitate growth e.g. through the National Planning Policy Framework (NPPF), the Devolution Bill and the Planning and Infrastructure Bill. This will include seeking further devolution and enhancements to the Mayor's planning powers, aiming to strengthen the planning system in a way that takes account of London's specific needs and circumstances.

The programme will be delivered in alignment with wider work to ensure the Mayor is making the fullest possible use of his existing (and potential future) powers and resources, including through investment programmes, commissioning and advocacy, in order to accelerate housing delivery and economic growth. This plan should therefore be read alongside the plans for the

Boosting London's Growth Sectors, Building More Homes, Upgrading London's Infrastructure and Helping Local Economies to Thrive programmes.

GLA delivery plan

This delivery plan has five key strands, which respond directly to the five priority areas for action identified in the previous section. They combine early action to build capacity, unlock barriers and accelerate delivery, with the development and implementation of an effective longer-term strategic framework to support housing delivery and economic growth. These workstrands are:

- 1) *Maximising early delivery within the existing land use policy framework:* It will be a few years until the new London Plan and policy framework are in place; in the meantime the GLA will need to maximise opportunities to expand the development pipeline and accelerate progress into delivery of development proposals across London.
- 2) *Strengthening the strategic planning framework:* The new London Plan, guidance and local plans will provide the opportunity to put in place land use and planning policies which identify capacity for 880,000 homes over ten years and support the delivery of the London Growth Plan.
- 3) *Enabling a step change in delivery:* With the challenge of more than doubling recent delivery rates, we will need a significantly increased range of options for new capacity, as well as enhanced delivery tools and an increased role for the public sector – underpinned by the transport and other infrastructure necessary to unlock an acceleration in density and delivery.
- 4) *Promoting high-quality design and place-making:* Allied with the above must be a continued focus on quality in both new developments and neighbourhoods undergoing change. As the scale and density of development increases, it is ever more important that quality design, place-making and green spaces are integrated into the approach; otherwise, the acceptability (and success) of development will be terminally undermined.
- 5) *Putting the building blocks in place and improving system functionality:* For all this to be achievable, the planning system must be able to accelerate timescales and increase throughput and this will depend on making the case for and implementing measures to provide the necessary capacity, skills and culture and the right legislative framework.

1. Maximising early delivery within the existing land use policy framework

- 1.1. *Land pipeline and stalled sites.* The GLA will work with government, boroughs, Homes England and others to identify and prioritise a pipeline of new and stalled development sites in London and secure the support required to progress them into planning and/or delivery. This will also be a key focus for the ATLAS London team (see 5.2 below).

We will know this project has succeeded when:

- a. the GLA has established an agreed pipeline of new and stalled sites and identified barriers to delivery and the actions required to address them, underpinned by a framework / digital system to monitor change
- b. all stakeholders understand what interventions they can make to unlock stalled sites, and how to access the support they need to take action

- c. stalled sites are moving into to delivery.

Expected delivery:

- a. collation of barriers to delivery across agreed stalled sites by end of Q3 2025-26
- b. initial masterplanning of priority pipeline sites by Q1 2026-27.

- 1.2. *Area planning and place-based frameworks.* This project comprises work with boroughs, local communities and key stakeholders to accelerate the preparation of planning and delivery frameworks / masterplans with the aim of optimising housing and/or economic development in key areas of London (e.g., Opportunity Areas (OAs); town centres; economic clusters). This includes analysis to assess development capacity; spatial mapping of economic land uses; and tools to co-ordinate and bring forward new development and help drive economic growth and productivity.

We will know this project has succeeded when:

- a. priority OAs / growth areas have been identified
- b. new planning frameworks are being put in place in two key areas, alongside other measures, to support and accelerate delivery.

Expected delivery:

- a. finish consultation on OA pen portraits and discussion with boroughs on priorities Q2/3 2025-26
- b. direct support for two growth areas (options are likely to include Charlton, Ilford or South Barking) and production of planning frameworks by Q1 2026-27.

- 1.3. *Bringing forward public land.* Through the London Land Board and London Estates Delivery Unit (LEDU), the GLA will convene, support knowledge sharing and broker relationships across public landowners to ensure that they are learning from best practice, accessing available funding and support, and using their assets in a strategic and coordinated way, with the aim of maximising the release of surplus public land to deliver housing.

We will know this project has succeeded when:

- a. surplus public land opportunities are identified for further consolidation and optimisation and new development opportunities are being brought forward on public land, with the need to deliver high levels of affordable housing recognised by all partners.

Expected delivery:

- a. London Land Board is established and work programme agreed Q3 2025-26
- b. continued support to public sector landowners across London to progress site release or estate optimisation opportunities.

- 1.4. *Increased use of land acquisition and assembly powers to increase the scale and speed of housing and economic development.* The GLA will explore the use of Compulsory Purchase Powers and the creation of Land Assembly Zones (LAZ) to increase the scale and speed of delivery of homes and jobs. This will inform discussions with the government and partners and work in particular areas of opportunity.

We will know this project has succeeded when:

- a. pilot LAZ is identified and delivery timescales established

- b. scale and speed of delivery is increased through use of Compulsory Purchase Powers and Land Assembly Zones.

Expected delivery:

- a. stakeholder engagement and LAZ delivery model development in 2025-26.

- 1.5. *Targeted transport investment, including through external funding, to support housing and regeneration.* The TfL-led Third Party Action Plan sets out a cross-GLA Group approach to securing and leveraging external investment in transport infrastructure required to bring forward development. The GLA will work with TfL, boroughs and partners to deliver this. As part of this we will optimise the use of TfL's Sustainable Housing & Accessibility (SHA) Fund (which is focused on smaller to medium transport infrastructure investments to unlock sustainable housing and ensure inclusive communities); develop bids to access external funding pots (e.g. potential successors to the Housing Infrastructure Fund (HIF)); and strengthen work with boroughs to leverage developer funding such as section 106 and Borough Community Infrastructure Levy (BCIL).

We will know this project has succeeded when:

- a. GLA, TfL, boroughs and partners are working effectively to secure further investment and to target funding on agreed priorities
- b. TfL's SHA Fund is unlocking a range of development opportunities and supporting important areas of growth across London.

Expected delivery:

- a. London Brownfield Infrastructure and Land Fund agreements for Pontoon Dock station and Thamesmead bus transit are established in 2025-26
- b. SHA Fund annual update to TfL Programmes and Investment Committee with 2025-26 allocations is complete.

- 1.6. *Ongoing delivery of GLA statutory planning service.* The GLA will continue to implement the Development Management and viability services to ensure that the Mayor's priorities are delivered through referable applications. GLA Planning will also help to shape and enable development through London Plan Guidance (LPG) (and potentially practice notes to deliver short-term solutions to support implementation) and continue to work with boroughs on their Local Plans, including providing the Mayor's opinion on general conformity with the London Plan and representation at examinations where strategic issues need to be aligned.

We will know this project has succeeded when:

- a. London Plan policy continues to be implemented through Development Management services, Local Plans, and Viability assessment, setting the framework for the Mayor's objectives for housing and economic growth.

Expected delivery:

- a. ongoing delivery of core services including Development Management, Viability Service and Local Plan support against statutory timescales as set out in the Mayor of London Order 2008 and agreed KPIs including 70% of pre-app advice within 20 working days of meeting, 75% of Stage 1 reports within 6 weeks of referral and 100% of Stage 2 reports within 14 days of referral
- b. publish Fire Safety LPG by Q3 2025-26.

2. Strengthening the strategic planning framework

- 2.1. *Delivering the next London Plan.* The London Plan provides the statutory spatial framework for London and supports delivery across Mayoral Strategies and priorities. The development of the Plan will be underpinned by a rigorous programme of public engagement and will aim to enable the identification and bringing forward of capacity to support the delivery of 880,000 homes over ten years. It will also seek to reflect the priorities of the London Growth Plan and other strategic objectives. The first major milestone has already been achieved with the publication of Towards a New London Plan consultation document in Q1 2025-26.

We will know this project has succeeded when:

- a. a new London Plan is adopted which sets out a clear framework to achieve the Mayor's objectives for housing and economic growth.

Expected delivery:

- a. draft London Plan in Spring / Summer 2026
- b. submission to Secretary of State for examination 2027
- c. adoption of new London Plan in 2028.

- 2.2. *Identifying capacity and housing needs.* The GLA will develop capacity models which will provide an estimate of housing supply across London in real time through the Land4London programme, including a new digital platform to support the Strategic Housing Land Availability Assessment (SHLAA) process. There will also be an assessment of the demand for housing through the Strategic Housing Market Assessment (SMHA), focused on analysis of tenures, household size etc.

We will know this project has succeeded when:

- a. a robust and comprehensive assessment of capacity and housing need across the capital and agreed housing targets based on this assessment is established
- b. the Land4London call for sites, SHLAA, SMHA and apportionment of housing targets for London Boroughs are complete.

Expected delivery:

- a. SHLAA, SMHA and apportionment of housing targets for London boroughs in place by Q4 2025-26.

- 2.3. *Integrating transport and land use planning.* TfL and GLA officers will work together to integrate transport and land use planning, assess in detail the transport requirements needed to support new development in the capital and to leverage opportunities to deliver transport priorities through planning e.g. station improvements; car-lite development; step-free access. This will include developing a new approach to assessing strategic public transport connectivity, which can help optimise how we plan the city and support the approach to additional density / capacity.

We will know this project has succeeded when:

- a. GLA and TfL have an improved understanding of transport requirements to support development through the Strategic Connectivity Study and Sustainable Access Measure.

Expected delivery:

- a. Strategic Connectivity Study and Sustainable Access Measure (to complement Public Transport Accessibility Levels) are complete in 2025-26, to be followed by further work to embed them in transport planning.

3. Enabling a step change in delivery

- 3.1. *Developing Beckton / Thamesmead.* The GLA and TfL will work with partners to identify and establish interventions to unlock the development of Beckton Riverside and Thamesmead, linked to the delivery of the DLR extension and supported by agreed delivery mechanisms.

We will know this project has succeeded when:

- a. Thamesmead delivery mechanism is agreed across partners and with support from central government
- b. a funding package for the DLR extension to Thamesmead is agreed
- c. masterplans and planning applications are progressing rapidly, alongside the submission of the DLR to Thamesmead Transport and Works Act Order
- d. there is a housing delivery and affordable housing strategy for the two sites led by the GLA as part of a shared vision with partners.

Expected delivery:

- a. Beckton Riverside Phase 1 planning application – Stage 1 Q3 2025-26
- b. DLR Thamesmead Transport and Works Act Order submission by Q3 2026-27.

- 3.2. *Identifying the further transport schemes needed to support a step change in growth and housing delivery.* TfL will work with the GLA and partners to focus on the analysis and planning of transport improvements to best enable housing delivery and unlock additional development capacity, including development of planning approaches to key projects including the West London Orbital, Bakerloo Line Extension and metroisation of the suburban rail network.

We will know this project has succeeded when:

- a. priority transport interventions are identified to deliver the Mayor's objectives
- b. key projects have refreshed business cases including updated associated housing numbers e.g. finalisation of an updated case for metroisation and a refreshed Table 10.1 in the London Plan
- c. advanced discussions with government are underway over potential funding mechanisms to deliver these projects
- d. investment has been secured in transport infrastructure and greater control and specification of services.

Expected delivery:

- a. Great Northern devolution business case submitted Q3 2025-26
- b. agreed list of transport interventions by Q4 2025-26, accompanied by a schedule for ongoing business case production.

- 3.3. *Optimised delivery on small sites.* The GLA will work with boroughs and other partners to increase development on small sites. This will include the Small Sites Delivery Plan (SSDP) and Small Sites Small Builders Programme (SSSB) as well as wider work to develop requisite planning policy, transport and delivery measures to support implementation.

This will include a London-wide Small Site Design Code to be delivered within or as part of the next London Plan.

We will know this project has succeeded when:

- a. we have learned lessons from the previous London Plan and borough planning policy initiatives and there is increased development of small sites and greater diversity in the supply side with SME builders.

Expected delivery:

- a. Small Sites Small Builders (SSSB) disseminates best practice in small sites delivery Q1 2025-26
- b. production of the London-wide Small Site Design Code to be carried out as part of the next London Plan (2025-2027)
- c. SSSB provides targeted investment that unlocks 30 small sites for housing delivery Q4 2026-27
- d. approach to small sites is accepted by the Planning Inspectors at the London Plan Examination in Public.

- 3.4. *New place-based delivery mechanisms and tools to increase the scale, pace, and integration of delivery of development.* The GLA will explore the scope and opportunities for implementing place-based mechanisms to drive development such as new Mayoral Development Corporations (MDCs), including exploring the potential for a federated approach, Mayoral Development Orders (MDOs), New Towns and other tools to accelerate the delivery of homes in key parts of London, as supported by the English Devolution and Community Empowerment Bill.

We will know this project has succeeded when:

- a. place-based delivery mechanism concepts are developed, different models of applicability have been explored and application of models are established
- b. an approach to MDOs is agreed, the necessary legislation has been enacted and a strategy for effective deployment is in place.

Expected delivery:

- a. establish detailed evidence-based advice on the process for preparing and consulting upon an MDO, including related matters such as the need to provide infrastructure and use of planning obligations (2026-27).

- 3.5. *Maximising other brownfield opportunities beyond the current London Plan.* The GLA, supported by TfL, will identify opportunities to increase housing supply on well-connected brownfield land beyond the levels set out in the current Plan. This would include finding additional land – such as releasing retail parks or carefully selected industrial sites (potentially as part of a land swap) and scaling up delivery on existing sites e.g., allowing greater heights and more intensification around stations, town centres and other well-connected places, and using the connectivity work above to broaden the areas this approach could be applied within.

We will know this project has succeeded when:

- a. new policy approaches are established in the new London Plan and being realised in practice
- b. there is a more strategic approach to industrial land and improved opportunities for intensification, co-location and swaps to support both economic development and housing.

Expected delivery:

- a. key sites identified through SHLAA and other workstreams Q4 2025-26
- b. development of approaches to implementation Q4 2026-27.

- 3.6. *Identifying and progressing major housing sites within the London boundary but outside currently urbanised areas.* The GLA will work with boroughs and other partners to review additional opportunities for capacity as required beyond brownfield land to enable the bringing forward of strategic areas for housebuilding in order to meet the government target. This will also apply evolving work on related delivery mechanisms and pathways as described in 3.2 and 3.4 above. The GLA will work with authorities outside London on opportunities for growth which align with the government's agenda for strategic planning and can support work on New Towns, national infrastructure and the national Industrial Strategy.

We will know this project has succeeded when:

- a. priority locations for additional housing delivery at scale and linked to transport are identified
- b. opportunities for growth corridors, New Towns and large-scale urban extensions are being progressed.

Expected delivery:

- a. Strategic Green Belt review completed Q4 2025-26 (with drafting findings in Q3 for integration with the wider SHLAA process)
- b. scoping of potential areas for additional housing delivery at scale informed by a strategic review of London's Green Belt; New Towns Taskforce; transport analysis; LNRS and other evidence Q3 2025-26
- c. wider cross-boundary engagement Q3 2025-26
- d. initial masterplanning and capacity work in four areas and potential delivery mechanisms Q4 2025-26.

- 3.7. *Identifying and progressing major commercial, mixed use and gateway schemes.* The GLA and TfL will work with boroughs and other partners to realise key economic and mixed development opportunities, in particular around major transport hubs in order to maximise the contribution to both transport connectivity and the growth agenda – for example at sites such as Euston, Victoria, Waterloo and Stratford. Work will need to take account of how opportunities relate to growth sectors and places identified in the London Growth Plan and in the Boosting London's Growth Sectors delivery plan to optimise the scale and quality of associated commercial and other capacity generated through specific proposals.

We will know this project has succeeded when:

- a. priority commercial, mixed use and gateway schemes identified to deliver Mayor's objectives
- b. formal engagement with priority schemes is underway (e.g. pre-application discussions)
- c. agreed delivery models and masterplans – which optimise cross subsidy to deliver Mayoral priorities – for specific schemes e.g. Waterloo, Victoria or Euston.
- d. delivery supports key growth sectors as set out in the Boosting London's Growth Sectors delivery plan e.g. culture at Stratford or life sciences at Euston.

Expected delivery:

- a. priority and pipeline schemes identified Q3 2025-26
- b. refreshed, coordinated engagement across GLA and TfL on priority schemes from Q3 2025-26
- c. key milestones for sites, including Strategic Outline Business case for Stratford Station Q4 2025-26; Victoria and Waterloo initial transport modelling & high-level options Q2 2026-27
- d. delivery model agreed on at least one site by Q1 2026-27 with masterplan in place by Q4 2027-28.

4. Promoting high-quality design and place-making

- 4.1. *Embedding good design to help optimise densities and deliver neighbourhoods that work.* The GLA will promote quality in the built environment to create the right conditions for optimised densities and neighbourhoods that work. This will include the ongoing delivery of urban design and heritage advice to Development Management and of the Good Growth by Design programme, supported by Mayor's Design Advocates (MDAs) and Advocate Organisations. It will also include the delivery of the Town Architect pilot programme, supporting 10 town centres to develop spatial visions that underpin delivery.

We will know this project has succeeded when:

- a. there is active take-up of MDA knowledge and insights supporting project delivery, mainstreamed design scrutiny and clear evidence of application of good design principles in project delivery approaches
- b. all GLA Group delivery organisations have a quality management plan in place, which is being followed. GLA Group schemes score well against agreed quality parameters
- c. the benefits of the Town Architect model are realised across 10 locations, the GLA's initial cohort have impacted local spatial strategies and design quality management protocols, and a long-term delivery model has been identified
- d. a programme of support to built environment practices with underrepresented leadership is delivered and the Architecture and Urbanism Framework is reprocured and being actively used across the public sector, continuing the commitment to diverse representation while bolstering delivery.

Expected delivery:

- a. ongoing delivery of the Good Growth by Design programme, including design research and design review, and new cohort of Mayor's Design Advocates appointed by Q4 2025-26
- b. a Statement of Intent on quality is formalised across GLA Group Delivery Organisations encompassing quality parameters, quality management plans, a governance and monitoring regime and shared document resources to assist organisations with quality standards and management within the overall viability context
- c. Town Architect pilot complete by Q4 2025-26 and an ongoing funding approach identified
- d. Architecture and Urbanism Framework is reprocured by Q4 26-27, with interim milestones met
- e. programme to support built environment practices complete in 2025-26.

5. Putting the building blocks in place and improving system functionality

- 5.1. *Strengthening and supporting borough planning capacity.* The GLA will develop proposals to establish ATLAS London, providing targeted capacity support to London's Planning Authorities, working with MHCLG, London Councils and boroughs, and will work with boroughs and others to making the case for continued funding. This will help shorten timelines for getting projects into and through planning and assist in bringing forward additional supply.

We will know this project has succeeded when:

- a. ATLAS London team and specialist framework is established as a pilot and scaled up to meet London's LPA capacity deficit
- b. ATLAS London pilot team and framework is operationalised and actively used by boroughs and funding for ongoing roll-out is secured.

Expected delivery:

- a. mobilised core ATLAS London Team in 2025-26 and established interim framework
- b. scale-up team to full offer in 2026-27.

- 5.2. *Digital and data improvements to enhance planning and the delivery of homes and jobs.* The GLA will apply data and digital tools to support the increased delivery of housing, strengthen engagement with Londoners, enhance decision making in the public sector and support Local Authorities to deliver their planning objectives. This includes developing systems / applications such as the Planning London Datahub; Planning Data Map, LAND4LDN, PlanApps and BuildLDN programmes, and ongoing engagement with MHCLG and other metropolitan areas.

We will know this project has succeeded when:

- a. the first-round review of LAND4LDN is complete and boroughs and other partners are updating and using data and digitalisation programmes
- b. data collected in a pan London way through the Datahub is easily accessible to Londoners and regularly informing the development of services
- c. data and digitalisation is optimised to support planning decisions, policy directions, effective engagement with planning and speed up delivery.

Expected delivery:

- a. completion of First Round Review of LAND4LDN Q3 2025-26
- b. launch Planning London Datahub Web Site Q3 2025-26
- c. strategy for improved digitalisation and engagement (including 3D representation of application schemes in PlanApps) in place by Q1 2026-27
- d. launch ATLAS Digital and Data Resource for Planning Authorities Q3 2025-26.

Delivery plan consolidated resources

Project	Revenue			Capital		
	2025-26	2026-27	2027-28	2025-26	2026-27	2027-28
	£000	£000	£000	£000	£000	£000
1. Maximising early delivery						
Sub-total	1,159	268	269	-	-	-
1.1 Land pipeline and stalled sites	-	-	-	-	-	-
1.2 Area planning and place-based frameworks	-	-	-	-	-	-
1.3 Bringing forward public land	1,159	268	269	-	-	-
1.4 Increased use of land acquisition and assembly powers	-	-	-	-	-	-
1.5 Targeted transport investment	-	-	-	-	-	-
1.6 Ongoing delivery of GLA statutory planning service	-	-	-	-	-	-
2. Strategic Planning Framework						
Sub-total	1,850	1,856	1,861	-	-	-
2.1 Delivery the next London Plan	1,850	1,856	1,861	-	-	-
2.2 Identifying capacity and housing needs	-	-	-	-	-	-
2.3 Integrating transport and land use planning	-	-	-	-	-	-
3. A step change in delivery						
Sub-total	-	-	-	-	-	-
3.1 Developing Beckton / Thamesmead	-	-	-	-	-	-
3.2 Identifying further transport schemes	-	-	-	-	-	-
3.3 Optimised delivery on small sites	-	-	-	-	-	-
3.4 New place-based delivery mechanisms and tools	-	-	-	-	-	-
3.5 Maximising other brownfield opportunities	-	-	-	-	-	-
3.6 Major housing sites outside currently urbanised areas	-	-	-	-	-	-
3.7 Major commercial, mixed use and gateway schemes	-	-	-	-	-	-
4. Design quality and place-making						
Sub-total	752	724	670	-	-	-
4.1 Embedding good design	752	724	670	-	-	-
5. Building blocks & system functionality						
Sub-total	781	1,031	31	-	-	-
5.1 Strengthening and supporting borough planning capacity	750	1,000	-	-	-	-
5.2 Digital and data improvements	31	31	31	-	-	-
Making Best Use of Land TOTAL	4,542	3,879	2,831	-	-	-

The significant proportion of apparently unfunded lines in the table above reflects the fact that this delivery plan focuses on case making and early project development. As such, it relies

predominantly on staffing resource (rather than programme funding), the costs of which are captured in other delivery plans, as set out below:

- Regeneration and Growth Strategies staff costs are captured in the 'Helping Local Economies to Thrive' delivery plan, however c. 50% of these are aligned with the delivery objectives of workstrand 1 'Maximising Early Delivery' and workstrand 3 'A Step Change in Delivery'.
- London Plan team staff costs are captured in core budget and are aligned with the delivery objectives of workstrand 2 'Strategic Planning Framework'.
- Development Management team staff costs are captured in core budget and are aligned with the delivery objectives of project 1.6 'Ongoing delivery of the GLA statutory planning service'.

The revenue budget set out above is also complemented by contributions from the TfL Growth and Masterplanning team, with whom GLA staff work in close collaboration, and by associated TfL-owned budgets. These are identified in the table below, and are aligned with the delivery objectives of workstrand 3 'A step change in delivery':

	Revenue		
	2025-26 £000	2026-27 £000	2027-28 £000
TfL Spatial Planning rev budget (studies spend)	500	500	500
TfL Thamesmead budget	5,000	5,000	0
TfL Sustainable Housing & Accessibility Fund	15,700	40,000	40,000

This delivery plan has no capital budget allocation, since the delivery of any capital projects would be covered in other delivery plans (predominantly Building More Homes), even though a significant objective of this work is to make the case for and to unlock those funds and it may influence how existing GLA capital funding is deployed.

Planning (and other) income

The GLA Planning Unit generates income from a number of non-statutory services, namely income from the pre-app service; from viability fees; from call-in agreements; and from wider Planning Performance Agreements with developers for particularly complex schemes. This is subject to flux and is dependent on wider economic conditions and market confidence; the past 18 months has been particularly challenging with the significant downturn in housing activity.

The Planning Unit tracks and forecasts income alongside workload, staffing and performance to try to respond to fluctuations as far as possible, although sector challenges are making more timely and pro-active interventions necessary. The principal objective is to maintain an effective high-quality strategic planning service by ensuring there are sufficient resources to deal with pre-application advice and applications (and associated processes). As outlined within the Local Government Act 2003, income derived from charging fees cannot exceed the costs of providing the service but allows the budget to be balanced over a period of time.

Additionally, the ATLAS London programme and for the provision of the Town Architect initiative to support the 'Design quality and place-making strand' are funded through grants

from MHCLG. This funding is restricted, which means that it can only be spent on projects for which it was granted, limiting the scope to adjust the delivery plan when priorities change, even between different strands of the plan. It should also be noted the £1m allocation of MHCLG funding for ATLAS London for 2026-27 is currently an indicative amount, yet to be confirmed by the government by an annual grant determination letter. This places further restrictions on the GLA's ability to commit to the projects which this is expected to fund beyond 2025-26.

Contribution to the GLA's cross-cutting priorities

This programme will primarily contribute to delivering the following GLA cross-cutting priorities:

- **Net Zero:** The London Plan plays a crucial role in shaping and locating development to support relevant objectives (e.g. mode shift, climate resilience) and reducing building emissions. Delivery against this priority will balance the city's housing and economic growth needs with Mayoral commitments to net zero, improved air quality and climate resilience, through collaborative policy making and collaboration with the sector.
- **Health in all Policies:** The programme of work will support health outcomes through continued commitment to quality in the built environment, promoting successful, well-designed places and embedding the Healthy Streets agenda. Delivery against this priority will require balancing the imperative for delivery in the built environment with commitment to housing quality and provision of public space, social infrastructure and liveable neighbourhoods supporting physical and mental health outcomes.
- **Addressing structural inequalities:** Delivering the affordable homes that Londoners need, as well as improved social infrastructure and new neighbourhoods and public spaces that are accessible and welcoming to all, can play an important role in addressing inequality. The GLA will also seek to address underrepresentation of women and minorities in the built environment sector, recognising the impact that this has on capabilities of the sector to bolster delivery and meet the needs of all Londoners.
- **A resilient city:** The programme of work will support future development that builds in climate resilience against changing climate and more frequent extreme weather and enables rapid and effective response to incidents and emergencies. The London Plan will be key to providing the necessary policy framework and the Mayor's convening role will build momentum with the sector in responding to this urgent challenge and foster partnerships to support delivery.
- **24-Hour London:** New developments in London play a crucial role in shaping places by ensuring that high streets, town centres, and other areas are vibrant, safe, and inclusive both during the day and at night, and supporting a thriving nighttime economy. Respect for the Agent of Change principle will be important in ensuring new development doesn't push-out existing night-time venues. Delivery against this priority will require collaboration across policy areas.

Monitoring delivery

The London-level outcomes – Londoners live in homes they can afford; stable, long-term economic growth benefits all of London's communities; and Londoners live in neighbourhoods

that are well planned and designed – will be monitored using the following indicators, reported annually in the Mayor’s State of London report:

LLO	Indicators	Source	Frequency	Lag	Availability
Londoners live in homes they can afford	% of London adults who say they have not been able to meet their housing payments over the last six months (or who have struggled to do so)	GLA cost of living polling	Currently quarterly	~ 1 month	Publicly available
	Number of homeless households in temporary accommodation (arranged by London borough councils)	MHCLG Homelessness Statistics	Quarterly	~ 5 months	Publicly available
Stable, long-term economic growth benefits all of London’s communities	Real annual GVA growth rate (%)	ONS	Annual but release date TBC	18 months – 2 years	Publicly available
	GVA per hour worked (£/hr)	ONS	Annual but release date TBC	18 months – 2 years	Publicly available
	90:10 ratio of household income inequality (after housing costs)	DWP	Annual (rolling three-year aggregated)	12 months	Publicly available
Londoners live in neighbourhoods that are well planned and designed	% of adults very or fairly satisfied with their neighbourhood area as a place to live	DCMS Community Life Survey	Annual	~ 5 months	Publicly available

This delivery plan lays out the projects we will deliver across this programme to make a positive difference to the London-level outcomes. This following table lists key programme outputs by the six strands. We will monitor delivery of these to be sure that our work to contribute to the London-level outcomes is on track:

1	Maximising early delivery
1.1	Project: Land pipeline and stalled sites Success: a. the GLA has established an agreed pipeline of new and stalled sites and identified barriers to delivery and the actions required to address them, underpinned by a framework / digital system to monitor change b. all stakeholders understand what interventions they can make to unlock stalled sites, and how to access the support they need to take action c. stalled sites are moving into to delivery. Expected delivery: a. collation of barriers to delivery across agreed stalled sites by end of Q3 2025-26 b. initial masterplanning of priority pipeline sites by Q1 2026-27.
1.2	Project: Area planning and place-based frameworks Success:

	a. priority OAs / growth areas have been identified b. new planning frameworks are being put in place in two key areas, alongside other measures, to support and accelerate delivery. Expected delivery: a. finish consultation on OA pen portraits and discussion with boroughs on priorities Q2/3 2025-26 b. direct support for two growth areas (options are likely to include Charlton, Ilford or South Barking) and production of planning frameworks by Q1 2026-27.
1.3	Project: Bringing forward public land Success: a. surplus public land opportunities are identified for further consolidation and optimisation and new development opportunities are being brought forward on public land, with the need to deliver high levels of affordable housing recognised by all partners. Expected delivery: a. London Land Board is established and work programme agreed Q3 2025-26 b. continued support to public sector landowners across London to progress site release or estate optimisation opportunities.
1.4	Project: Increased use of land acquisition and assembly powers Success: a. pilot LAZ is identified and delivery timescales established b. scale and speed of delivery is increased through use of Compulsory Purchase Powers and Land Assembly Zones. Expected delivery: a. stakeholder engagement and LAZ delivery model development in 2025-26.
1.5	Project: Targeted transport investment programmes Success: a. GLA, TfL, boroughs and partners are working effectively to secure further investment and to target funding on agreed priorities b. TfL's SHA Fund is unlocking a range of development opportunities and supporting important areas of growth across London. Expected delivery: a. London Brownfield Infrastructure and Land Fund agreements for Pontoon Dock station and Thamesmead bus transit are established in 2025-26 b. SHA Fund annual update to TfL Programmes and Investment Committee with 2025-26 allocations is complete.
1.6	Project: Ongoing delivery of GLA statutory planning service Success:

	a. London Plan policy continues to be implemented through Development Management services, Local Plans, and Viability assessment, setting the framework for the Mayor's objectives for housing and economic growth. Expected delivery: a. ongoing delivery of core services including Development Management, Viability Service and Local Plan support against statutory timescales as set out in the Mayor of London Order 2008 and agreed KPIs including 70% of pre-app advice within 20 working days of meeting, 75% of Stage 1 reports within 6 weeks of referral and 100% of Stage 2 reports within 14 days of referral b. publish Fire Safety LPG by Q3 2025-26.
2	Strategic Planning Framework
2.1	Project: Delivery of the next London Plan Success: a. a new London Plan is adopted which sets out a clear framework to achieve the Mayor's objectives for housing and economic growth. Expected delivery: a. draft London Plan in Spring / Summer 2026 b. submission to Secretary of State for examination 2027 c. adoption of new London Plan in 2028.
2.2	Project: Identifying capacity and housing needs Success: a. a robust and comprehensive assessment of capacity and housing need across the capital and agreed housing targets based on this assessment is established b. the Land4London call for sites, SHLAA, SMHA and apportionment of housing targets for London Boroughs are complete. Expected delivery: a. SHLAA, SMHA and apportionment of housing targets for London boroughs in place by Q4 2025-26.
2.3	Project: Integrated transport and land use planning Success: a. GLA and TfL have an improved understanding of transport requirements to support development through the Strategic Connectivity Study and Sustainable Access Measure. Expected delivery: a. Strategic Connectivity Study and Sustainable Access Measure (to complement Public Transport Accessibility Levels) are complete in 2025-26, to be followed by further work to embed them in transport planning.
3	A step change in delivery
3.1	Project: Developing Beckton / Thamesmead Success:

	a. Thamesmead delivery mechanism is agreed across partners and with support from central government b. a funding package for the DLR extension to Thamesmead is agreed c. masterplans and planning applications are progressing rapidly, alongside the submission of the DLR to Thamesmead Transport and Works Act Order d. there is a housing delivery and affordable housing strategy for the two sites led by the GLA as part of a shared vision with partners. Expected delivery: a. Beckton Riverside Phase 1 planning application – Stage 1 Q3 2025-26 b. DLR Thamesmead Transport and Works Act Order submission by Q3 2026-27.
3.2	Project: Identifying the further transport schemes Success: a. priority transport interventions are identified to deliver the Mayor's objectives b. key projects have refreshed business cases including updated associated housing numbers e.g. finalisation of an updated case for metroisation and a refreshed Table 10.1 in the London Plan c. advanced discussions with government are underway over potential funding mechanisms to deliver these projects d. investment has been secured in transport infrastructure and greater control and specification of services. Expected delivery: a. Great Northern devolution business case submitted Q3 2025-26 b. agreed list of transport interventions by Q4 2025-26, accompanied by a schedule for ongoing business case production.
3.3	Project: Optimised delivery on small sites Success: a. we have learned lessons from the previous London Plan and borough planning policy initiatives and there is increased development of small sites and greater diversity in the supply side with SME builders. Expected delivery: a. Small Sites Small Builders (SSSB) disseminates best practice in small sites delivery Q1 2025-26 b. production of the London-wide Small Site Design Code to be carried out as part of the next London Plan (2025-2027) c. SSSB provides targeted investment that unlocks 30 small sites for housing delivery Q4 2026-27 d. approach to small sites is accepted by the Planning Inspectors at the London Plan Examination in Public.
3.4	Project: New place-based delivery mechanisms and tools. Success: a. place-based delivery mechanism concepts are developed, different models of applicability have been explored and application of models are established

	b. an approach to MDOs is agreed, the necessary legislation has been enacted and a strategy for effective deployment is in place. Expected delivery: a. establish detailed evidence-based advice on the process for preparing and consulting upon an MDO, including related matters such as the need to provide infrastructure and use of planning obligations (2026-27).
3.5	Project: Maximising other brownfield opportunities. Success: a. new policy approaches established in the new London Plan and being realised in practice b. there is a more strategic approach to industrial land and improved opportunities for intensification, co-location and swaps to support both economic development and housing. Expected delivery: a. key sites identified through SHLAA and other workstreams Q4 2025-26 b. development of approaches to implementation Q4 2026-27.
3.6	Project: Identifying and progressing major housing sites beyond current urban extent of London Success: a. priority locations for additional housing delivery at scale and linked to transport are identified b. opportunities for growth corridors, New Towns and large-scale urban extensions are being progressed. Expected delivery: a. Strategic Green Belt review completed Q4 2025-26 (with drafting findings in Q3 for integration with the wider SHLAA process) b. scoping of potential areas for additional housing delivery at scale informed by a strategic review of London's Green Belt; New Towns Taskforce; transport analysis; LNRS and other evidence Q3 2025-26 c. wider cross-boundary engagement Q3 2025-26 d. initial masterplanning and capacity work in four areas and potential delivery mechanisms Q4 2025-26.
3.7	Project: Identifying and progressing major commercial, mixed use and gateway schemes Success: a. priority commercial, mixed use and gateway schemes identified to deliver Mayor's objectives b. formal engagement with priority schemes is underway (e.g. pre-application discussions) c. agreed delivery models and masterplans – which optimise cross subsidy to deliver Mayoral priorities – for specific schemes e.g. Waterloo, Victoria or Euston.

	d. delivery supports key growth sectors as set out in the Boosting London's Growth Sectors delivery plan e.g. culture at Stratford or life sciences at Euston. Expected delivery: a. priority and pipeline schemes identified Q3 2025-26 b. refreshed, coordinated engagement across GLA and TfL on priority schemes from Q3 2025-26 c. key milestones for sites, including Strategic Outline Business case for Stratford Station Q4 2025-26; Victoria and Waterloo initial transport modelling & high-level options Q2 2026-27 d. delivery model agreed on at least one site by Q1 2026-27 with masterplan in place by Q4 2027-28.
4	Design quality and place-making
4.1	Project: Embedding good design Success: a. there is active take-up of MDA knowledge and insights supporting project delivery, mainstreamed design scrutiny and clear evidence of application of good design principles in project delivery approaches b. all GLA Group delivery organisations have a quality management plan in place, which is being followed. GLA Group schemes score well against agreed quality parameters c. the benefits of the Town Architect model are realised across 10 locations, the GLA's initial cohort have impacted local spatial strategies and design quality management protocols, and a long-term delivery model has been identified d. a programme of support to built environment practices with underrepresented leadership is delivered and the Architecture and Urbanism Framework is repocured and being actively used across the public sector, continuing the commitment to diverse representation while bolstering delivery. Expected delivery: a. ongoing delivery of the Good Growth by Design programme, including design research and design review, and new cohort of Mayor's Design Advocates appointed by Q4 2025-26 b. a Statement of Intent on quality is formalised across GLA Group Delivery Organisations encompassing quality parameters, quality management plans, a governance and monitoring regime and shared document resources to assist organisations with quality standards and management within the overall viability context c. Town Architect pilot complete by Q4 2025-26 and an ongoing funding approach identified d. Architecture and Urbanism Framework is repocured by Q4 26-27, with interim milestones met e. programme to support built environment practices complete in 2025-26.
5	Building blocks & system functionality
5.1	Project: Strengthening and supporting borough planning capacity Success: a. ATLAS London team and specialist framework is established as a pilot and scaled up to meet London's LPA capacity deficit

	b. ATLAS London pilot team and framework is operationalised and actively used by boroughs and funding for ongoing roll-out is secured. Expected delivery: a. mobilised core ATLAS London Team in 2025-26 and established interim framework b. scale-up team to full offer in 2026-27.
5.2	Project: Digital and data improvements Success: a. the first-round review of LAND4LDN is complete and boroughs and other partners are updating and using data and digitalisation programmes b. data collected in a pan London way through the Datahub is easily accessible to Londoners and regularly informing the development of services c. data and digitalisation is optimised to support planning decisions, policy directions, effective engagement with planning and speed up delivery. Expected delivery: a. completion of First Round Review of LAND4LDN Q3 2025-26 b. launch Planning London Datahub Web Site Q3 2025-26 c. strategy for improved digitalisation and engagement (including 3D representation of application schemes in PlanApps) in place by Q1 2026-27 d. launch ATLAS Digital and Data Resource for Planning Authorities Q3 2025-26.