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INTRODUCTION

The GLA has been London's strategic regional authority for 25 years. We want to ensure that the GLA is always focused on its strategic responsibilities and that we always work effectively with partners to collectively drive progress towards the outcomes which matter most to Londoners. As part of this work, we have developed a portfolio of strategic programmes – each contributing to the Mayor's aim to create a London that is fairer, safer, greener and more prosperous for everyone. Delivery plans with clear, measurable goals have now been published through Mayoral Decisions (MDs) for most of the 14 GLA-led strategic programmes.

Delivery plans with clear measurable goals are being finalised for all 14 programmes. Eight of these have been published via MDs. These can be accessed at the links embedded below:

- MD3378: Building more homes
- MD3396: Improving London's housing stock
- MD3386: Accommodation and wider support for those who need it most
- MD3384: Delivering a greener, more climate-resilient London
- MD3400: Cleaning London's air
- MD3380: Supporting and inspiring young London
- MD3382: Upgrading London's infrastructure
- MD3392: Supporting community, cultural and sporting events in London

The Transport and Safety programmes (led by TfL and MOPAC) will be established shortly, and will be reported upon in due course.

This report provides an update on progress made during **Quarter 2** across these eight programmes. We will continue to develop and iterate the format and content of this report.

To support transparency and consistency, programme performance is assessed using RAG (Red-Amber-Green) ratings:

- Success Measures RAG: Progress towards agreed outcomes and KPIs
- Milestones RAG: Adherence to delivery milestone baseline dates/ progress against target
- Smaller inset RAGs: Previous quarter's RAG status (all N/A in this, the first report)

Accommodation and wider support for those who need it most

Building more homes

Cleaning London's air Supporting
Community,
Cultural and
Sporting Events
in London

Delivering a greener, more climate-resilie London

Improving London's housing stock

Supporting and inspiring young London

Upgrading London's infrastructure

Making the best use of land

Reducing inequalities

Supporting Londoners to benefit from growth

Reducing non-residentia emissions

Boosting London's growth sectors

Helping local economies to thrive

go's

Welcome No Second Night Out

ACCOMMODATION AND WIDER SUPPORT FOR THOSE WHO NEED IT MOST

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1. ACCOMMODATION AND WIDER SUPPORT FOR THOSE WHO NEED IT MOST



SRO - NATALIE DANIELSASSISTANT DIRECTOR, HOUSING PROGRAMMES AND PARTNERSHIPS

Programme Performance Summary

The Accommodation and Wider Support for Those Who Need It Most programme is progressing well overall, with significant achievements across multiple projects during the reporting period to Q2 2025-26.

The Domestic Abuse Safe Accommodation Housing Programme (DASAHP) has secured significant funding allocations, with two schemes receiving approvals totalling £4.2m in capital and £550k in revenue funding. These allocations were awarded to a partnership project between a local authority and a 'by and for' charity dedicated to supporting Black, Asian and minorities women that will deliver 19 homes for social rent with associated support services. This achievement represents a major step forward in improving accessibility to housing and targeted support services for domestic abuse victims/survivors. There are however some challenges in fully allocating DASAHP funding by the September 2026 deadline.

The 'by and for' grants programme for domestic abuse support was successfully launched and received 33 eligible applications. This grants programme was open to grassroots community organisations, enhancing the DASA programme's

ability to meet marginalised and minoritised victims / survivors. The new commissioning framework is being informed by a thorough engagement with stakeholders and victims/ survivors, and we expect it to reflect the service and pathway needs of this client group.

The Single Homelessness Accommodation programme (SHAP) support projects have now supported 431 people (including 55 tenancy ends with 26 positive move-ons) and the programme is on track to meet the target of supporting 500 people within the next 6-12 months. 25 moves have been facilitated via the Housing Moves programme in the last two quarters providing critical accommodation options for domestic abuse survivors and former rough sleepers. The Ending Homelessness Delivery Board has also been established and held its first meeting, with £3.49m funding secured from MHCLG to support partnership work between London Councils, boroughs and sub-regions.

The Hong Kong grant programme is fully operational, overcoming initial delays, with seven Voluntary Community and Social Enterprise (VCSE) organisations funded, while the Ukraine programme is in the design and funding

agreement phase. The Frontline Immigration Advice Programme is now in contract, with Refugee Action with applications open for the new cohort of organisations. Following initial delays in ensuring funding agreements were in place programme delivery has ensured that, overall, the programme remains on track to deliver its objectives.

There are however some notable concerns, most significantly relating to funding uncertainties beyond the current fiscal year. This would have a high impact on programmes for migration system leadership, as well as the Hong Kong and Ukraine programmes. Furthermore, changes in immigration laws are affecting service delivery for immigration advice programs, creating heightened need with reduced funding.

Whilst overall progress remains positive across the programme, there are emerging delays and concerns that require attention and mitigation strategies. Procurement issues have delayed Migrant Londoners Hub updates, although the hub continues to be accessed. Budget setting processes are also affecting the Employment Rights Training Programme.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
1.1 Prevent rough sleeping wherever poss	ible					
Success measure: a) Rough sleeping in London is prevented when	nerever pos	ssible			R	New and returning rough sleeper levels remain fairly steady per month, although upwards trend of long term rough sleeping over the last six months. Rated red because overall numbers remain very high. Work is ongoing to deliver the Rough Sleeping Plan of Action which aims to significantly reduce the number of people rough sleeping, both new, long-term, and returning. The pan-London London Ending Homelessness Accelerator Board has been set up and enabling Ministry of Housing, Communities and Local Government (MHCLG) funding has been confirmed. Service redesign and crisis pathways mapping work is well underway to support delivery of an extension of existing services by October 2026. Work to identify a suitable building for the fifth Ending Homelessness Hub is progressing at pace.
Project milestones						
a) A fifth Ending Homelessness Hub to open by Q4 2026-27	-	-	Q4 26-27	Q4 26-27	G _{N/A}	Work to identify a suitable building continues to progress at pace.
b) A cycle of new rough sleeping services is commissioned, with a greater focus on prevention – beginning in 2025-26, with services starting from April 2026	-	-	Q1 26-27	Q1 26-27	G N/A	Tight timeframes but currently on track to deliver an extension of existing services and a small number of new grant-funded services from 1 April 2026, and remaining new and redesigned services to start in October 2026.
c) A new approach to assessing needs of those at risk of rough sleeping is in place by 2028	-	-	Q3 27-28	Q3 27-28	G N/A	Service redesign work for commissioned services along with crisis pathways mapping work are underway - both of these activities are critical for the delivery of this milestone.
1.2 Provide rapid, sustainable routes away	from the	streets for	people w	ho are slee	eping roug	gh
Success measure: a) Where rough sleeping does occur in London it is rare, brief and non-repeated						New and returning rough sleeper levels remain fairly steady per month, but upwards trend of long term rough sleeping over the last six months. Rated red because numbers are very high. Work ongoing to deliver the Rough Sleeping Plan of Action which aims to significantly reduce number of people rough sleeping, both new, long-term and returning. The pan-London Ending Homelessness Accelerator Board has been set up, MHCLG funding regarding prevention has been confirmed. Work is underway to recommission many core GLA services to better meet our strategic aims. The Homes off the Streets programme when launched will provide hundreds of additional sustainable routes away from rough sleeping.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
Project milestones						
a) Homes off the Streets programme to launch by Q4 2026-27	-	-	Q4 26-27	Q4 26-27	A N/A	Target: 500 allocations made by Q4 2027-28. Programme design work is well underway, along with the service design work required to support the recommissioning of support service contracts for delivery from October 2026.
b) New Single Homelessness Accommodation Programme (SHAP) support projects commencing from April 2025, that will support up to 500 people	500	431	-	-	G N/A	The current funding is for up to 500 units. The 431 includes 55 tenancy ends, of which 26 were positive move-ons. While some capital schemes are still to be delivered, programme on track to meet 500 people supported (units delivered and services operationalised) within the next 6 to 12 months most likely.
1.3 Domestic Abuse Safe Accommodation	(DASA) pr	ogramme				
Success measure: a) All victims/survivors of domestic abuse can access services that meet their needs, through an increase in pathways of support available – especially to marginalised and minoritised victims/survivors from a range of backgrounds				•	A N/A	'By and for' grants programme received 33 applications - grants programme was open to grassroots community organisations, enhancing the DASA programme's ability to meet the needs of victims/survivors from marginalised and/or minority communities. The new commissioning framework is being informed by a thorough engagement with stakeholders and victims/survivors, and we expect it to reflect the service and pathway needs of this client group. Amber due to the ambitious nature of the success measure; ensuring all victims and survivors have access to services that meet their needs.
Project milestones						
a) Grants programme for grassroots organisations will launch in May 2025	-	-	Q1 25-26	Q1 25-26	CG	Achieved. Grants programme for 'by and for' providers was launched in summer 2025. Received 35 eligible applications (31 individual applications and 4 partnership applications).
b) Commissioning programme for generalist support will launch in summer 2026	-	-	Q2 26-27	Q2 26-27	G N/A	We are currently designing the commissioning programme. As part of this, we've run four engagement sessions with the Domestic Abuse Safe Accomodation (DASA) sector. Five additional sessions will take place in November, as well as engagement with victims and survivors. This will inform commissioning design principles by December, which will be the basis for the commissioning programme, to be completed in Q4 2025-26. We're also working closely with TfL to ensure they're involved early/we are not missing anything to launch by summer 2026.

Project	Target	YTD	Baseline	Forecast	RAG	Notes			
1.4 Domestic Abuse Safe Accommodation Homes Programme (DASAHP)									
Success measure: a) Accessibility to housing and targeted supprinctims/survivors has improved	oort servic	es for dom	estic abus	e	A	The DASAHP programme has had two allocations approved (totalling £4,154,932 capital and £549,967 revenue). Both allocations were awarded to LB Haringey and London Black Women's Project for a partnership project, delivering 19 homes for social rent and associated support across two schemes.			
					N/A	Amber rated as the capital and revenue funding have not been exhausted, and we are currently doing work to increase the pipeline.			
Project milestones									
a) Starts on site by March 2026 and support services delivered up until March		-	Q4 25-26	~· ~=		All starts on site have to be achieved by March 2026 (now September 2026), but the quantity will depend on the number of bids received, and then support services will be delivered in units once they have been completed, with funding available up to March 2030.			
2030			25-20	20 21	N/A)	Two schemes have had allocations approved, with first starts expected Q4 25-26. Support services to be delivered up to March 2030.			
1.5 Housing Moves									
Success measure: a) Housing Moves is a major contributor to access survivors of domestic abuse and former rough			ns for victi	ms/	A N/A	A total of 25 moves have been facilitated by the Housing Moves programme in the last two quarters. The number of moves depends on the number of properties advertised by housing associations. Housing associations make a commitment to advertise a specific number of properties at the start of the financial year, yet many have been unable to meet those targets due to pressures on their stock, which then affects the number of moves. There are several moves in progress which will be recorded as moves in Q3.			
Project milestones									
a) A review of the current Housing Moves scheme is expected in 2025-26	-	-	Q4 25-26	Q1 26-27	A N/A	Due to resourcing, the review will start but not be completed by Q4 2025-26. The review will focus on understanding the strategic impact of Housing Moves (HM) as a GLA-run scheme, as well as identifying service improvements, which could involve ways to increase housing association unit commitments. The delay will also hold up the implementation of recommendations designed to increase scheme effectiveness.			

Project	Target	YTD	Baseline	Forecast	RAG	Notes
b) Increase in moves through both pathways in 2025-26 and 2026-27	100	25	-	-	A N/A	Over the last 3 years we've averaged 100 moves per year. We aim this year to improve from Q1 and Q2 to meet this same target (100 moves) by the end of 2025-26 and then exceed the number of moves in 2026-27. A total of 25 moves have been facilitated by the Housing Moves programme in the last two quarters. There are several moves in progress which will be recorded as moves in Q3.
2.1 Welcome and integration support – Ho	ng Kong a	nd Ukraine	•			
Success measure: a) We have established further reach into new arrival communities from Hong Kong and Ukraine and they report feeling more connected to their local community						The Hong Kong grant funding programme is in place, we are due to receive mid-project reports in November and will use these to assess progress on this indicator. We are in the process of
Success measure: b) They report that the programme aids impr	ovements	to their we	ellbeing		N/A _{N/A}	designing and agreeing the funding programme for Ukraine, but the delivery window will be shorter to accommodate the limitation of funding and indicators will be agreed to reflect those
Success measure: c) They report that support has improved the	eir confider	nce in findi	ng employ	ment	N/A _{N/A}	used for Hong Kong.
Success measure: d) They report an improved level of trust in pe	ublic institu	utions			N/A _{N/A}	
Project milestones						
a) By September 2025 we will have grant-funded organisations supporting Hong Kongers and Ukrainians; by March 2026, these projects will have delivered outcomes related to mental health and wellbeing, connection with communities, and settlement in the UK	-	-	Q4 25-26	Q4 25-26	G N/A	Target: 7-10 organisations grant funded. We now have grants in place with seven Voluntary Community and Social Enterprise (VCSE) organisations that support the Hong Kong Community, due to run until March 2026. We are in the process of agreeing plans to fund Ukrainian organisations, expected to be two to three organisations proportionate to the level of funding we receive from Ministry of Housing, Communities and Local Government (MHCLG).
b) Hong Kong and Ukraine programmes will complete by March 2026, unless further government funding received	-	-	Q4 25-26	Q4 25-26	G N/A	Target: 7-10 organisations grant funded. We now have grants in place with seven Voluntary Community and Social Enterprise (VCSE) organisations that support the Hong Kong Community, due to run until March 2026. We are in the process of agreeing plans to fund Ukrainian organisations, expected to be two to three organisations proportionate to the level of funding we receive from MHCLG.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
2.2 Building immigration advice capacity						
Success measure: a) We see increases in the number of organisations, and the number of individuals within organisations, trained and qualified to provide specialist immigration and employment advice at more advanced levels, resulting in increased capacity of the advice sector						Delays to the budget process mean we are only just in contract with one of our delivery partners, and are in the process of renegotiating timelines based on capacity constraints. This has impacted on the outcomes achieved to date but things are on track for further progress in Q3 and Q4.
Success measure: b) We see sustained usage levels for the Migrant Londoners Hub, with partner organisations reporting that it supports effective immigration and employment advice provision in London						Necessary updates to the Migrant Londoners Hub have been delayed due to procurement issues, and it is currently difficult to ascertain exact levels of usage, although the hub does continue to be accessed. There is currently no specific marketing campaign to attract users to the Hub - this year we are reliant on 'earnt' and strategic comms to signpost to information.
Project milestones						
a) Frontline immigration advice programme will report impact by September 2026	-	-	Q2 26-27	Q2 26-27	G N/A	Baseline delivery target: Six organisations enrolled in the training and one to two Windrush organisations to support. A contract is now in place with Refugee Action and applications are open for the new cohort of organisations to apply.
b) Employment rights training programme will work towards a final report by autumn 2026	-	-	Q3 26-27	Q4 26-27	A N/A	Baseline delivery target: deliver foundational training to 20 advisers across 10 migrant and community organisations - this is based on last year's contract as the new contract is currently being finalised. Delays due to the budget setting process have had an impact on the capacity of the delivery partner for this work - while the programme is moving forward, this will mean a delay in delivery and therefore this has been categorised as Amber.
c) The Migrant Londoners Hub will be updated quarterly to maintain accuracy; by March 2026, a final summary report will be received	-	-	Q4 25-26	Q4 25-26	A N/A	Unexpected delays to the procurement of a provider have meant that the Hub has not yet been updated, therefore this is noted as Amber with plans being brought forward in the next quarter to rectify this.

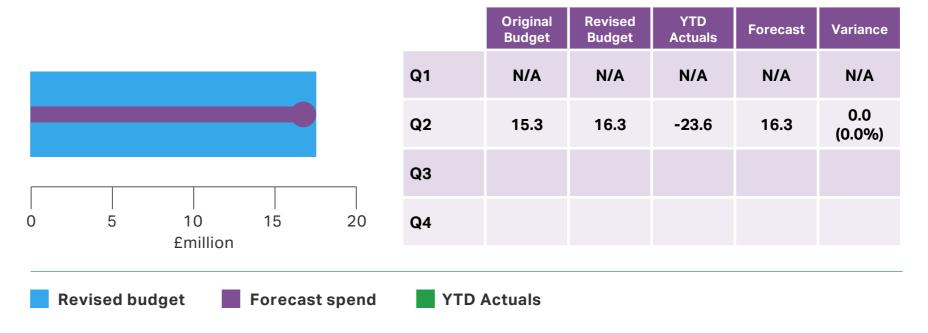
Project	Target	YTD	Baseline	Forecast	RAG	Notes
3.1 Provide strategic leadership and syste	ms change	e to end ro	ugh sleep	ing and ta	ckle all fo	rms of homelessness
Success measure: a) All levels of London government work togethomelessness and rough sleeping at the mothese interventions to be delivered effective.	st suitable	level of go			G N/A	Establishment of pan-London Ending Homelessness Accelerator Delivery Board (September) and confirmation of MHCLG grant into programme to improve strategic collaboration and prevention - £3.49m (October).
Project milestones						
a) Rough Sleeping Plan of Action published in May 2025	-	-	Q1 25-26	Q1 25-26	CG	The Plan of Action was launched in May 2025.
b) New governance arrangements and effective joint working across all levels of London government to support delivery of the Plan of Action from summer 2025 onwards	-	-	Q2 25-26	Q2 25-26	CG	The Ending Homelessness Delivery Board has been established (chaired by Tom Copley and Cllr Grace Williams) and has held its first meeting. Work is under way to establish the thematic groups to drive forward delivery of the Plans of Action. £3.49m funding received from MHCLG to support this partnership work with London Councils, boroughs and the sub-regions.
3.2 Deliver the Domestic Abuse Safe Acco	nmodatio	n (DASA) s	trategy 20)25-28 and	d DASA Pa	rtnership Board
Success measure: a) There is a shared understanding, within the (VAWG) and housing sectors, on the priority support for survivors of domestic abuse; and needs and lived experience of survivors	to provide	accommo	dation-bas	sed	A N/A	Review of the partnership board will begin in autumn 2025.
Project milestones						
a) The DASA Partnership Board is active and a review of the partnership board will take place in the autumn of 2025	-	-	Q3 25-26	Q3 25-26	A N/A	Review of the partnership board will begin in autumn 2025.
b) Launch of grants programme for grassroots organisations in May 2025 with delivery from April 2026	-	-	Q1 26-27	Q1 26-27	A N/A	Final decision-making processes are underway before applicants to the Domestic Abuse safe accommodation led 'by and for' grants fund are informed of the outcome.
3.3 Migration system leadership						
Success measure: a) Partners and central government continue to report confidence in London's strategic migration partnership functions						A survey for our partners will be developed to measure this. In the meantime, all functions carried out and progress tracked in reporting to quarterly London Strategic Migration Partnership (LSMP) Board.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
Success measure: b) We see an increase in the proportion of as suitable accommodation	ylum seek	ers and res	settled refu	ugees in	N/A	London Strategic Migration Partnership (LSMP) resettlement function continues to operationally support successful resettlement of refugees. Active work ongoing to support the development of pilots for suitable asylum accommodation in London provided by councils. Use of hotels to accommodate people seeking asylum in London remains high. We are working internally and are in dialogue with HM Government about building a model to help measure this success measure quantitively.
Success measure: c) London's partners report that they are better ough sleeping relating to London's migrant partners.			•	res of	N/A	A survey for our partners will be developed to measure this. GLA convenes London Asylum Move On Working Group, carried out survey to collate and share local authority best practice, and is developing plans for an asylum move on test and learn project.
Success measure: d) Partners report that they are supported to to emerging humanitarian crises, including in government responses	_		<u> </u>	•	N/A	A survey for our partners will be developed to measure this.
Success measure: e) We have developed proposals that partner reporting in London	rs agree wi	ll improve	modern sl	avery	A N/A	Ongoing discussions are underway with partners in central and local government. Rated amber as we have not fully established the mechanisms to assess success.
Project milestones						
a) Cross-sector leadership and direction on the most important migration issues facing London, via quarterly meetings of the London Strategic Migration Partnership (LSMP) Board and MAP	-	-	Q4 25-26	Q4 25-26	G N/A	While not all objectives will be met by end of Q4, we are confident to have progress recorded as a consequence of London Strategic Migration Partnership (LSMP) Board leadership by then.
b) By September 2026, a final report is produced from research into safe reporting, including a draft blueprint for safe reporting for migrant victims Q2 Q3 26-27					G N/A	Draft report completed and is being circulated for sign-off.
c) Readiness for future humanitarian crisis, through convening and resilience-building	-	-	Q4 26-27	Q4 26-27	A N/A	We continue to be actively engaged in supporting systems to respond to humanitarian crises effectively, building on lessons learned from previous crises and evacuations. Substantive work on the report that will support this work in the longer term has yet to commence due to capacity being prioritised for reactive work, but this was always intended as a longer term workstream and is comfortably within expected delivery timelines.

1B. Q2 FINANCIAL SUMMARY ACCOMMODATION AND WIDER SUPPORT FOR THOSE WHO NEED IT MOST

No significant programme variances this quarter.

Revenue (£million) - Net



13

1C. Q2 RISKS AND ISSUES ACCOMMODATION AND WIDER SUPPORT FOR THOSE WHO NEED IT MOST

	Top risks	Risk score	Trend	Notes
1	Provide rapid, sustainable routes away from the streets for people who are sleeping rough - Homes off the Street expansion is delayed due to ongoing development	12	→ ←	The team is now mobilised and working to develop key programme terms according to identified workstreams, but risk to project delivery of the Homes off the Street expansion remains, due to complexity of interaction with procurement timelines
2	Prevent rough sleeping wherever possible - Given the severity of the homelessness crisis, rough sleeping numbers are expected to remain high, or get even higher, in the medium term	20	→ ←	Rough sleeping numbers are expected to remain high in at least the medium term given the severity of the homelessness crisis and the time it will take to shift the system to a focus on prevention. This risk of even greater numbers is being taking into account when designing new services to ensure that while there is a significant shift to prevention we are still working to meet the needs of those who are sleeping rough and have complex needs

	Tomicoura	Issue	Tuend	Natas
	Top issues	impact	Trend	Notes
1	Domestic Abuse Safe Accommodation (DASA) Programme - DASA accrued underspend	High	•	We have started making allocations and currently expect to have c. £10m of underspend by Q4 2025-26. The DASA team will propose options on the use of the remaining underspend once we have the settlement for the next few years confirmed by MHCLG (which we expect to happen by January 2026)
2	Building immigration advice capacity - The issue of migrant workers is now so politicised that we struggle to progress internal coordination or advocacy on key related issues	High	→ ←	The GLA and GLA Group continue to keep abreast of proposed legislative changes (and political climate on immigration) and their potential impacts, where possible making advanced preparations e.g. TfL workers and prepare baseline evidence in the meantime
3	Building immigration advice capacity - Immigration advice funding is reducing	High	→←	This remains an ongoing issue, but engagement remains ongoing with other funders and partners to try and address and platform the need for increased funding / reform to legal aid



2. BUILDING MORE HOMES



SRO - TIM STEEREXECUTIVE DIRECTOR, HOUSING & LAND

Programme Performance Summary

The Building More Homes programme is designed to put London's housing sector in the strongest possible position to meet the city's housing needs, especially for social and affordable homes.

The plan is built around three key areas:

- 1. Work to secure and deploy flexible funding to enable housing delivery, in recognition of sector viability challenges and that the cost of accelerating the building of genuinely affordable housing is substantial and beyond what the market can achieve alone.
- 2. Continued delivery of current Affordable Homes Programmes (AHPs), alongside specific interventions to meet targets for council homes and rent control homes.
- 3. Work to enable more homes of all tenures by leveraging the GLA's, GLA Group's and wider public sector land holdings, financial resources, and relationships, to contribute meaningfully to London's housing supply.

Despite ongoing challenges such as viability issues, economic uncertainty, and regulatory pressures, progress is being made. We are working closely with government to drive system-wide change, which has led to two major developments:

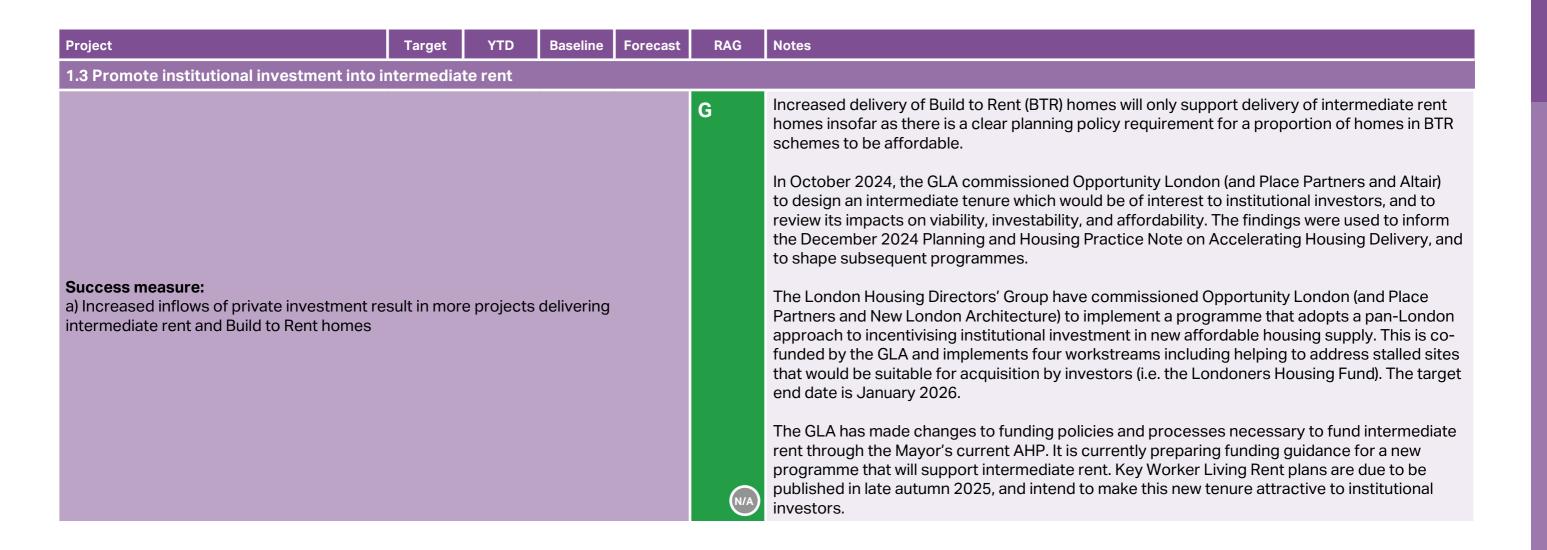
• The Emergency London Package: A joined-up approach to planning, funding, and delivery that responds to London's housing pressures.

 Establishment of Delivery Group: as part of the London Missions work, a new cross-government group focused on identifying practical ways to speed up housing delivery during this Parliament, has been established. Its recommendations will feed into the New Homes Accelerator work we are progressing with MHCLG and others.

Under the first area of work outlined in the plan, we have made notable progress securing a 10-year funding settlement for the Social and Affordable Homes Programme (SAHP) 2026–36, launched in early November. We've also secured £322 million in initial grant funding for the City Hall Developer Investment Fund (CHDIF), which will sit alongside wider resources to enable loan financing through 'financial transactions'. However, we still need greater clarity on the extent of the financial transactions resource we will receive from government and the parameters under which that will operate, which is important given we need to ensure funding is flexible enough to unlock stalled projects.

On delivery of current programmes, we are on track to complete homes under the AHP 2016–23 programme by the early 2030s, with 87,124 homes delivered by the end of Q2 2025–26. For the AHP 2021–26 programme, we are on course to meet the target of 17,800–19,000 homes. Our Land Fund target of 8,000 homes was met ahead of schedule in Q4 2024–25, with more starts expected this financial year.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
1.1 Negotiate a successor AHP or equivale	nt fundinç	g program	me which i	s essentia	al to addre	ss general needs, specialist and supported and intermediate housing needs
Success measure: a) London has agreed with government the to successor fund to the existing AHPs, funding 2026					G N/A	The GLA is on track to fund the delivery of affordable housing from 2026. Detailed funding guidance has been published, and details on the longer-term management of the programme will be formalised in a Memorandum of Understanding with the government. The GLA expects bidding to open in February 2026.
Project milestones						
a) Funding confirmed during Q2 2025-26, following Spending Review in June 2025	-	-	Q2 25-26	Q2 25-26	CG	This has been achieved. The spending review confirmed London would receive up to £11.7bn for a ten-year Social and Affordable Homes Programme.
b) Funding guidance published Q3 2025-26	-	-	Q3 25-26	Q3 25-26	G _{N/A}	Funding guidance was published on 7 November 2025.
c) Initial allocations and delivery target agreed by Q1 2026-27	-	-	Q1 26-27	Q1 26-27	G _{N/A}	The GLA remains on track to achieve this milestone, though confirming initial allocations and a delivery target are subject to reaching agreement with the government.
1.2 Create an interventionist City Hall Deve land, that the market alone will not unlock	eloper to c	leploy res	ources wh	ere sites a	are stalled	in the short term and act innovatively to bring forward strategic sites, including on public
Success measure:					A	HM Government confirmed intention to support the Mayor in establishing a City Hall Developer Investment Fund, but has not yet made decisions on funding allocations.
a) New flexible funding has been secured from	m governr	nent			N/A	Discussions will continue with government to push for an outcome on funding allocations, and carry out work on programme set-up while allocations remain outstanding.
Project milestones						
a) Funding confirmed during Q2 2025-26, following Spending Review in June 2025	-	-	Q2 25-26	Q3 25-26	A N/A	Central Government has not yet confirmed allocations for London from the National Housing Delivery Fund or the National Housing Bank following the Spending Review in June. GLA officers continue to press MHCLG to confirm allocations to allow CHDIF to be established promptly.
b) Programme agreed by end Q3 2025-26	-	-	Q3 25-26	Q4 25-26	A N/A	Still awaiting funding allocations, which is a prerequisite to agreeing funding terms with MHCLG.



Project	Target	YTD	Baseline	Forecast	RAG	Notes
Project milestones						
a) Further supportive policy changes during 2025-26 and an updated policy position included in the new draft London Plan in 2026	-	-	Q2 26-27	Q2 26-27	G N/A	The GLA has made changes to funding policies and processes to fund intermediate rent through the current Affordable Homes programme (AHP), and and the new London Social and Affordable Homes Programme (LSAHP) supports intermediate rent as a tenure. One form of intermediate rent the Mayor will fund is Key Worker Living Rent (KWLR). Plans for this, due to be published in autumn 2025, are intended to make this new tenure attractive to institutional investors.
b) Increased numbers of intermediate rent homes completed by 2030	-	-	Q4 29-30	Q4 29-30	G N/A	The GLA has made changes to funding policies and processes to fund intermediate rent through the current AHP, and is is currently preparing guidance for a new programme that will support intermediate rent. One form of intermediate rent the Mayor will fund is Key Worker Living Rent (KWLR). Plans for this, due to be published in autumn 2025, are intended to make this new tenure attractive to institutional investors.
2.1 Continue to administer the existing Aff	ordable H	omes Prog	grammes (AHP 2016-	-23 and 20	021-26) and other legacy affordable housing funding schemes
Success measure: a) Current AHPs have met their delivery targe	ets				A N/A	There are many factors which affect the ability of the current AHPs to meet their delivery targets which remain stretching due to the current risks and issues facing affordable housing delivery in London. Build cost inflation, cost of borrowing, building safety issues, pressures on housing delivery partner finances all affect delivery. The package of emergency measures for London should help address issues, and strengthen the delivery pipeline. However, at this early stage there is uncertainty around its impact.
Project milestones						
a) AHP 2016-23 – sites started reach completion between now and the early 2030s	-	2,406	-	-	A N/A	2,406 completions have been achieved to end of Q2 in 2025-26. The target remains stretching to meet due to the current risks and issues facing affordable housing delivery in London. We are currently forecasting that the AHP 16-23 completions target will be met, but there may be some slippages to the timeframe predominantly linked to the Building Safety Regulator delays.
b) AHP 2021-26 – programme starts target, as agreed by government, achieved by end Q4 2025-26	-	1,182	-	-	A N/A	1,182 starts have been achieved to end of Q2 in 2025-26. The target remains stretching to meet due to the current risks and issues facing affordable housing delivery in London. We are currently forecasting that the AHP 21-26 starts target will be met, but there remain risks to delivery.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
c) An early contribution to the target of 40,000 council homes completed by 2030	-	-	Q3 29-30	Q3 29-30	A N/A	The 40,000 council homes target refers to completions from April 2024 to the end of the decade. These may include new affordable homes directly delivered by a local authority or another delivery entity where homes come into council ownership. Overall council housing delivery is published annually by the Government as part of their regular, national statistics. The figures for 2024-25 are due to be published at the end of November 2025 so not yet available for reporting.
2.2 Design and deliver a new model of rent	control h	omes to m	ake an ear	ly contrib	ution to th	ne target for 6,000 rent control homes
Success measure: a) A proposal for a new key worker intermed	•				Α	The Mayor consulted on proposals for Key Worker Living Rent (KWLR) homes, a new intermediate rent tenure that will fulfil his manifesto commitment to develop rent control homes, between November 2024 and March 2025.
leading to developers and social landlords c	hoosing to	deliver re	nt control h	iomes	N/A	Plans for KWLR homes, which reflect consultation respondents' feedback, are due to be published later this autumn.
Success measure: b) 6,000 rent control homes are started by 2	030				A	Some KWLR homes will be secured through planning decisions and some will receive funding from the Mayor's programmes. To encourage the former, the Mayor will publish a Planning and Housing Practice Note in autumn 2025, that encourages developers to propose, and Local Planning Authorities to support, KWLR homes as a form of intermediate housing - ahead of a new London Plan.
					N/A	Although KWLR homes can be funded through the current programme, it is likely the majority of homes will be from the new programme.
Project milestones						
a) Proposal launched by end Q2 2025-26	-	-	Q2 25-26	Q3 25-26	A	The Mayor consulted on proposals for Key Worker Living Rent (KWLR) homes, a new intermediate rent tenure that will fulfil his manifesto commitment to develop rent control homes, between November 2024 and March 2025.
			10 20	25-26	N/A	Plans for KWLR homes, which reflect consultation respondents' feedback, are due to be published in autumn 2025.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
b) First starts and AHP funding allocations for new homes of this tenure in 2027-28	-	-	Q4 27-28	Q4 27-28	A N/A	Some KWLR homes will be secured through planning decisions and some will receive funding from the Mayor's programmes. To encourage the former, the Mayor will publish a Planning and Housing Practice Note in autumn 2025, that encourages developers to propose, and Local Planning Authorities to support, KWLR homes as a form of intermediate housing - ahead of a new London Plan. Although KWLR homes can be fuded through the current programme, it is likely the majority of homes will be from the new programme.
c) 6,000 rent control homes started by 2030	-	-	-	-	A N/A	Some KWLR homes will be secured through planning decisions and some will receive funding from the Mayor's programmes. A new London Plan provides an opportunity to make KWLR a preferred intermediate tenure. This should encourage supply. 'Towards a New London Plan', set out potential policy directions for the next London Plan, had a six-week consultation period in May 2025. It made clear that KWLR homes could be introduced in the draft Plan to encourage additional provision for middle income households/essential workers and invited comment. The London Plan team are working through consultation responses and finalising evidence prior to publishing a draft Plan in spring 2026, followed by adoption of the final London Plan in early 2028.
3.1 Leverage GLA Group land holdings and	l joint vent	ture intere	sts to deli	ver high le	evels of af	fordable housing
Success measure: a) We meet our targets for the delivery of homes on GLAP and joint venture sites, including the Royal Docks, Greenwich Peninsula and Barking Riverside						GLAP are forecasting c.600 starts this year on its land and joint venture interests. The forecast reflects challenging market conditions and development viability – private sales rates are slow, and few active Registered Providers are acquiring new affordable homes, negatively impacting pace of development. Furthermore, the new building safety gateway process is causing significant delay to get on site. There are also a number of housing completions forecast in 2025-26, including across the
					N/A	Royal Docks Enterprise Zone. The overall March 2028 milestone is anticipated to be achieved, but the risk rating is amber due to continued challenging market conditions.
Success measure: b) GLA Group-wide housing targets for the d subsequently achieved	elivery of h	nomes are	establishe	d and	G N/A	Discussions around agreeing targets for GLA group members are underway. A monitoring framework is already in place with delivery being reviewed quarterly.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
Success measure: c) Public sector landowners are supported to	release la	nd for hou	using		A N/A	Pending the launch of the London Development Toolkit we continue to work with Public Landowners to support land release for housing.
Project milestones						
a) Housing delivery achieved on GLAP and joint venture sites (2025-26: 1,000 starts, 2026-27: 1,500 starts, 2027-28 1,500 starts)	1,000	203	-	-	A N/A	GLAP are forecasting c.600 starts this year on its land and joint venture interests. The forecast reflects challenging market conditions and development viability – private sales rates are slow, few active Registered Providers are acquiring new affordable homes, negatively impacting pace of development. Furthermore, the new building safety gateway process is causing significant delay to get on site. The milestone of 4,000 starts by March 2028 is deemed to be achievable but rated Amber due to continued challenging market conditions that are anticipated to improve over the next 12 months due to the new SAHP, and changes to the BSR that are already making improvements to Gateway 2 timescales.
b) GLA Group-wide housing targets agreed and monitoring framework established by Q3 2025-26	-	-	Q3 25-26	Q3 25-26	G N/A	Discussions around agreeing targets for GLA group members are underway. A monitoring framework is already in place with delivery being reviewed quarterly.
c) London Development Toolkit, which comprises a suite of development and disposal resources to support public landowners, is launched by Q3 2025-26	-	-	Q3 25-26	Q3 25-26	G N/A	Delivery of the London Development Toolkit (LDT) has been slowed by lack of resource in the Development team to progress. However, this is being recovered and anticipated to launch soon.
3.2 Leverage existing capital resources to	fund infra	structure	and land to	o support	the delive	ry of homes
Success measure: a) We meet our targets for delivery supported	d by the de	eployment	of the Lan	d Fund	G N/A	Starts target has been achieved, completions target is being closely monitored. The RAG is green rated due to forecast completions exceeding the programme 8,000 target by just over 3,000 to provide a buffer to guard against projects not delivering.
Project milestones						
a) 8,000 starts by Q1 2025-26	625	845	-	-	G N/A	The programme level 8,000 target for starts was achieved 31 March 2025. Just over 300 risk rated amber starts are forecast for 25-26.
b) 8,000 completions by March 2030	1250	355	-	-	G N/A	Completions achieved are just over 2,800. Just over 8,200 completions are forecast up to 2030. Plus over 4,600 for post-2030. The RAG is green rated due the forecasts completions exceeding the 8,000 programme target by just over 3,000 to provide a buffer to guard against projects not delivering.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
3.3 Working through the London Housing I further support the outcomes set out in th				s with gov	ernment a	nd stakeholders, identify and seek to implement the policy interventions necessary to
Success measure: a) We and government implement policy charto delivery	nges whic	h make a p	ositive diff	erence	G N/A	We have convened a Delivery Group, as directed by the Housing Mission Board, to consider levers to rapidly accelerate delivery in London within this parliament. The Group is meeting three times between September and November, before reporting back to the next Mission Board in November 2025 with a set of recommendations.
Success measure: b) Work by GLA and London Councils on sup changes in government policy to give councils.	•				G _{N/A}	The Delivery Group, set up under direction from the Housing Mission Board, includes representatives from councils and local government house building. This group will consider levers which could support accelerated delivery by Councils this parliament.
Project milestones						
a) Ongoing work with government on potential policy changes, with the Spending Review being a key initial milestone	-	-	-	-	G N/A	The London Housing Mission Board was established and first convened in July 2025. The GLA and London Councils have convened a Delivery Group, as directed by the London Housing Mission Board, to consider levers to rapidly accelerating delivery in London within this parliament. The Group is meeting three times between September and November, before reporting back to the next Mission Board in November 2025 with a set of recommendations. The team has commissioned Savills to support analysis on stalled sites for this work.
b) Measures to maximise housing delivery to be incorporated into the new London Plan to be published for consultation in 2026	-	-	Q3 25-26	Q3 25-26	G N/A	The Delivery Group, under the housing mission board is considering policy changes that could be taken forward by the GLA (including via the forthcoming London Plan) as part of the task and finish group operating between September to November 2025.

2B. Q2 FINANCIAL SUMMARY BUILDING MORE HOMES

Significant programme variances

REV: Full year forecast overspend of £0.3 million mainly as there is a forecast reduction in Royal Docks business rate income based on the latest projections from the London Borough of Newham (as part of the "work to enable homes of new tenures" project grouping).

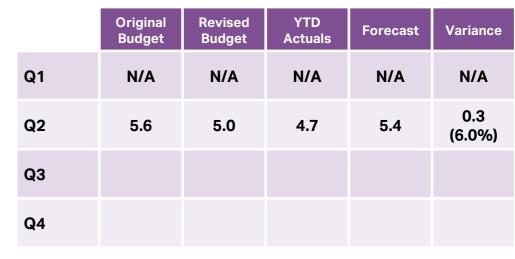
CAP: AHP 2016-23 forecast spend reduced by £56 million. This is primarily driven by grant reclaims forecast for projects currently undergoing renegotiation, and projects that are expected to be taken forward in future years under AHP 2021-26 or future programmes. The grants reclaimed are expected to be re-used within the AHP 2016-23 programme.

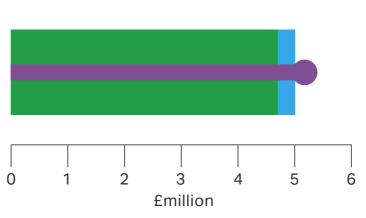
CAP: A reduction of £117.2 million is forecast for the AHP 2021-26. This reduction in the forecast reflects anticipated risk-assessed delivery levels for the year that were agreed with partners in early September and aligns with the revised projections for delivery in this financial year.

CAP: There was also a reduction £16.1million to the Community Housing Fund programme. The forecast was reduced to account only for projects which are in contract, pipeline projects have been excluded, to try to remove uncertainty around future expenditure forecasts – a change in approach since the original budget was set. The remaining £0.5 million relates to reduction in the forecast for the North Woolwich Road project, which is due to the expected reduction in overall costs for this project.

CAP: The pattern of spend in Building More Homes is consistent with previous years, where over 70% of AHP programme grant claims have been made by partners in Q4.

Revenue (£million) - Net





Capital (£million) - NET

		Original Budget	Revised Budget	YTD Actuals	Forecast	Variance
	Q1	N/A	N/A	N/A	N/A	N/A
	Q2	1,292.4	1,603.3	197.0	1,413.6	-189.8 (-13.0%)
	Q3					
500 1,000 1,500 2,000 £million	Q4					
Revised budget Forecast spend	YTD A	Actuals				

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2C. Q2 RISKS AND ISSUES BUILDING MORE HOMES

	Top risks	Risk score	Trend	Notes
1	Continue to administer the AHP - The emergency package of measures to support home building in London does not have the level of positive impact desired	12	→←	23 October 2025, the government and Mayor announced emergency measures to address viability challenges for development and kick-start housing delivery. Currently unknown how much of an impact these measures will have. Even with the measures, there remains a risk that RPs may not be in a position to acquire affordable homes. Therefore any positive trend in affordable homes delivery may be difficult to sustain
2	Create an Interventionist City Hall developer - Lack of funding means there is insufficient resource to deliver the Mayor's housing priorities	9	→←	Negotiations remain ongoing with central government / MHCLG
3	Successor AHP or equivalent to address general needs, specialist and supported, and intermediate housing need - Low levels of bids received for the new London Social and Affordable Homes Programme (LSAHP)	8	→ ←	Partners do not have sufficient resource and capacity to make the most of the LSAHP when it launches, impacting uptake and delivery of affordable housing across London. This could potentially be exacerbated by the outcomes of HM government's social rent convergence consultation and the local authority funding reform

	Top issues	Issue impact	Trend	Notes
1	Continue to administer the AHP - Viability Issues with Building	High	→ ←	London's high build costs—driven by regulation, labour shortages, and financing—often exceed potential income from development. Dense, complex developments face delays and high upfront costs, while land competition and stagnant market conditions make many schemes financially unviable
2	Continue to administer the AHP - Uncertainty and insufficient resourcing to support implementation, of building regulation / condition requirements changes leads to viability issues and delays	High	↓	An under-resourced Building Safety Regulator (BSR) is leading to potential delays in signing off buildings prior to occupation, delaying completions and occupations, and partner resources are becoming more stretched. This is affecting the delivery of new affordable homes (particularly the existing AHP). Recent changes and ongoing engagement with the BSR and MHCLG is positive. However, it will take time to see significant change
3	Continue to administer the AHP - Stagnant property values.	High	→ ←	London house prices have barely risen since 2016, falling behind construction cost inflation. Higher mortgage rates have reduced buyer demand, especially in London, weakening sales income and undermining development viability



3. CLEANING LONDON'S AIR



SRO - ELLIOT TREHARNEASSISTANT DIRECTOR, CONNECTIVITY, AIR QUALITY, TRANSPORT AND INFRASTRUCTURE

Programme Performance Summary

The Cleaning London's Air programme's core objective is to ensure that all Londoners are breathing clean air. The delivery plan sets out how the GLA will achieve this through four work streams. There has been significant progress in Q2 in implementing the delivery plan.

The first work stream (understanding the policies, interventions, powers and resources needed to make London's air the cleanest of any major world city as quickly as possible) has made notable progress during Q2 with the publication of the London Atmospheric Emissions Inventory (LAEI) 2022 baseline data. This is a critical tool used by the London boroughs and other partners to drive policy, assess pollution levels and provide information to Londoners.

The second work stream (cutting pollution from all sources to improve health outcomes) has reached a significant milestone in Q2. The Mayoral manifesto commitment to install filters in 200 schools is well underway, with the Mayor hosting the launch event in November celebrating the project. The full roll out of filters in all schools has been slightly delayed due to legal challenges which delayed the finalisation of the procurement. As a result, school rollout is continuing into Q3 and Q4.

The third work stream (working with London boroughs and other partners) is essential to ensure that stakeholders are supportive of the Mayoral action and play their own role in cleaning London's air. During Q2, boroughs Annual Status Reports were reviewed, support continued to deliver 17 Mayor's Air Quality Fund projects, and the GLA hosted a borough stakeholder event with over 40 attendees. Q2 saw a lot of preparation in place ready for the Mayor's Clean Air and Health Summit, due to take place at the end of November. This will galvanise action at a national level and mobilise the health sector.

On the fourth work stream (raising awareness amongst London's communities of the health impacts of air pollution and empowering them to advocate for local action), significant progress has been made. Automatic alerts have been issued on all moderate and high pollution days and the system has been improved to provide targeted messaging for healthcare professionals reaching an estimated 1500 GPs and all NHS emergency departments in London. The new Breathe London contract started and a new website with additional functionality is now live; 140 out of 146 air quality sensors have been deployed at key locations including hospitals, schools and around Oxford Street.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
1.1 Understanding how and when London of	ould mee	t WHO air-	·quality gu	iidelines		
Success measure: a) A report is published that outlines a pathwathe opportunities and challenges of meeting	-	_	argets, inc	luding	G N/A	Stakeholder engagement phase of the project was completed. Air quality (AQ) modelling work is expected to begin by Q4 25-26.
Project milestones						
a) Publication of report: 2026	-	-	Q3 26-27	Q3 26-27	G _{N/A}	Stakeholder engagement is completed, AQ modelling is expected to begin Q3 25-26.
1.2 Maintaining the London Atmospheric En of pollution	alysis and research, to enable the GLA to track London's progress in tackling major sources					
Success measure: a) The LAEI 2022 baseline data and updated	health imp	act modell	ling is publ	ished	A N/A	Emissions data has been published and concentration data is expected soon which will complete the 2022 baseline data set.
Project milestones						
a) Publication of LAEI 2022 baseline concentrations and exposure modelling: June 2025	-	-	Q2 25-26	Q3 25-26	A N/A	Emissions data was published. Concentration data is delayed because of staff capacity. This work is carried out by TfL strategic analysis team.
b) Publication of updated health modelling based on LAEI 2022 baseline: summer 2025	-	-	Q2 25-26	Q2 26-27	R N/A	We are now no longer publishing the health impact stats in 2025. We are rolling this into a much wider analysis which will include an economic impact assessment and mortality burden in 2024. As such the study requires more inputs than initially anticipated, including 2024 data which is still being processed. We expect the results to be published in Q2 26-27.
1.3 Evaluating the Ultra Low Emission Zone	(ULEZ) pr	ogramme	to unders	tand the r	eduction in	n NOx emissions from transport, enabling Londoners to breathe cleaner air
Success measure: a) Scrappage Evaluation Report, and the met the ULEZ, are published	rics on the	health and	d NHS ben	efits of	G N/A	Scrappage report was published. Inputs for AQ modelling phase are being finalised by TfL Strategic Analysis.

Project	Target	YTD	Baseline	Forecast	RAG	Notes					
Project milestones											
a) Publication of the London-wide ULEZ Scrappage Evaluation Report: June 2025	-	-	Q1 25-26	Q1 25-26	G N/A	Completed - report was published in June 2025 which showed that the ULEZ scrappage scheme was successful; over 53,000 older, polluting vehicles removed from London's roads helping reduce harmful emissions and improve air quality. Outer London boroughs benefitted most from the scheme, receiving 88% of the distributed funding. It helped Londoners embrace more sustainable forms of travel including walking and bus use. Over 680 vehicles were donated to support medical and humanitarian efforts in Ukraine.					
b) Health impact study	-	-	Q1 26-27	Q2 26-27	A N/A	AQ modelling inputs are being finalised to facilitate the impact assessment. Modelling is being completed in phases, with an impact assessment for each phase. This enables multiple teams to work concurrently on different elements of the study to ensure that we can deliver as per forecast.					
2.1 Delivering the School Filters Project, in	2.1 Delivering the School Filters Project, improving the air quality in classrooms across 200 London schools										
Success measure: a) Filters have been installed in 200 London shas been assessed, and a decision has been influencing					G N/A	The Mayor officially launched the programme on 17 October 2025. The contract has already been awarded, installation of filters and delivery of stakeholder engagement activities is underway. 83 schools have registered to participate and 53 of these have already received filters.					
Project milestones											
a) Contract awarded by end 2024-25	-	-	Q1 25-26	Q1 25-26	CG N/A	Completed, contract was awarded in April 2025 to a consortium led by WSP and SUSTRANS.					
b) Filters installed in 200 schools: summer 2025	-	-	Q2 25-26	Q4 25-26	A N/A	We experienced delays during procurement due to legal challenges, as well as delays in registering schools due to summer holidays. Letters were sent out to 227 priority schools and 83 schools have registered to participate. 53 of these have already received filters. We are working with borough officers to speed up uptake.					
c) Monitoring and evaluation report: 2027	-	-	Q1 27-28	Q1 27-28	G N/A	Monthly reporting is ongoing, Initial results from a pilot which was undertaken across five schools, found that PM2.5 levels in classrooms with High Efficiency Particulate Air (HEPA) filters were between 27% and 68% lower compared to those without.					
2.2 Delivering, tightening, and enforcing th	e NRMM L	EZ									
Success measure: a) Non-road mobile machinery (NRMM) exhauto fall due to the use of low- and zero-emission			London co	ontinue	G _{N/A}	Uniform standards have been implemented, Pan-London project agreement was signed and the work is progressing as planned.					

Project	Target	YTD	Baseline	Forecast	RAG	Notes
Project milestones						
a) Uniform standards implemented	-	-	Q4 24-25	Q4 24-25	CG N/A	Completed - uniform standards were introduced in January 2025 to EU Stage IV across London. The NRMM website and register were updated to support London borough officers in monitoring and enforcing standards. A wide reaching communication campaign was delivered to raise awareness and promote compliance.
b) Stakeholder engagement	-	-	Q4 27-28	Q4 27-28	G N/A	Ongoing, this includes undertaking site audits and providing advice and guidance through the pan-London NRMM project which is delivered by LB Merton - funded by the GLA with match funding from 32 London Boroughs. Collaboration with industry through bi-annual NRMM Expert working groups convened by the GLA.
2.3 Using the planning system to promote	air-quality	improven	nents			
Success measure: a) All relevant applications are reviewed by o recommendations made, within the 21-day obuilding whilst limiting pollution				ouse	G N/A	Ongoing, all relevant applications have been reviewed to ensure that new developments meet the requirements in the Air Quality Neutral Guidelines as published by the GLA. All developments are required to meet certain building and transport emission benchmarks based on the type, size and location of the development. Where expected emissions exceed these benchmarks, the developer is required to redesign, mitigate or offset the excess emissions beyond the benchmark.
Project milestones						
a) Review of GLA-referable planning applications	-	-	Q4 25-26	Q4 25-26	G N/A	Ongoing - the number of applications reviewed vary - approximately 15 -20 per month. This is part of a wider GLA contract with AECOM which is managed by the Climate team to support various Environment workstreams. The Climate team monitor the contract to ensure that KPIs are being met.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
3.1 Providing borough oversight and supp	ort to ensi	ıre borou	ghs are de	livering M	ayoral air	-quality policies, taking action on air quality and fulfilling their statutory duties
Success measure: a) 17 projects supported by the Mayor's Air (successfully completed	Quality Fun	d ((MAQF)	Round 4 a	re	G	All 17 projects are on track to be delivered by the end of the 3 year project term. This includes projects like Zero Emission Network (ZEN) - a collaboration between Hackney, Tower Hamlets, Newham, Westminster and City of London. It's supporting businesses to adopt cargo and e-bikes for deliveries and work travel by offering grants, discounts and advice. It has over 3,000 members and provide grant funding to businesses. One of the grants went to the London Symphony Orchestra who received a workplace grant to purchase e-bikes to transport instruments between London Symphony Orchestra St Luke's and the Barbican, reducing the use of cars and vans.
					N/A	ZEN set up the UK's first cargo bike rental service and they are delivering eight new cargo bike share hubs each with two cargo bikes as a part of this project.
Success measure: b) All Annual Status Reports (ASRs) for 2025 have been reviewed, and recommendations		<u> </u>			G N/A	30 boroughs submitted ASRs which have been reviewed and recommendations given. Boroughs are required to incorporate the recommendations into their final drafts and publish the reports on their website. Three boroughs have not yet submitted their ASRs, we are liaising with them to understand the issues and decide how we can support them.
Success measure: c) All Air Quality Action Plans (AQAP) submitted been reviewed, and recommendations given				have	G N/A	All AQAPs submitted by London boroughs have been reviewed within three weeks of receipt. Feedback has been provided to ensure that London boroughs are fulfilling their statutory requirements including monitoring and reporting. Recommendations have been given to ensure that boroughs set clear targets.
Success measure: d) Local authorities are demonstrably deliver plans	ing the act	ions comr	nitted to in	their	G N/A	Ongoing liaison with boroughs through AQ cluster group meetings. Boroughs are required to report progress on AQAP through their ASRs at the end of each calendar year. Any risks or issues and next steps are discussed as part of the ASR feedback process.
Project milestones						
a) Delivery of the MAQF Round 4	÷	-	Q4 26-27	Q4 26-27	G N/A	EoY 1 reports have been submitted and reviewed which indicate that projects are on track to be successfully completed by end of year 3. Two projects are delayed but their budgets have been reprofiled to supported accelerated delivery in year 2 and 3 and ensure that they are successfully completed by the end of year 3. These are three year projects (April 2024 - March 2027) - key findings and success will be reported based on final project reports at the end of year 3. All projects are supported through regular progress meetings.

Project	Target	YTD	Baseline	Forecast	RAG	Notes				
b) Review of borough statutory ASRs for 2025 reporting cycle: September 2025	- -		Q4 25-26	Q4 25-26	G N/A	ASRs inform local planning decisions, transport strategies, and environmental policies. They help integrate air quality considerations into broader local development frameworks. 30 boroughs submitted ASRs which have been reviewed and recommendations given. Feedback has been provided to ensure that London boroughs are fulfilling their statutory requirements including monitoring and reporting.				
c) Review of borough Air Quality Action Plans: ongoing	-	-	Q4 25-26	Q4 25-26	G N/A	All submitted AQAPs have been reviewed and recommendations given. Recommendations have been given to ensure that boroughs set clear, ambitious targets that can be delivered during the 5 year period of the AQAP. We shall provide a figure of how many AQAPs have been approved at the end of the calendar year.				
3.2 Providing leadership, and working with other cities and organisations within the UK, mainland Europe and further afield, to build stakeholder support for further action to reduce pollution										
Success measure: a) London continues to participate in air-qualearning from the best practice of others	lity initiativ	es and for	ums, and le	everages	G N/A	Progressing as planned.				
Project milestones										
a) Hosting high-level events, including a second Air Quality Summit in autumn 2025	-	-	Q3 25-26	Q3 25-26	G _{N/A}	AQ / Health summit will take place on 27 November 2025.				
b) C40 Accelerator reports submitted annually	-	-	Q4 25-26	Q4 25-26	G N/A	Ongoing annual reporting. 24-25 annual reporting was completed on time. We report against the Cleaner Construction Accelerator - highlighting London's progress on cutting emissions from construction through the introduction of stricter uniform NRMM LEZ standards from January 2025; and proposed amendments to the London Plan to promote the use of zero emission NRMM on construction sites. We also report against the Cleaner Air Accelerator - highlighting the significant AQ improvements based on the data in the ULEZ One Year Report which showed that PM2.5 exhaust emissions were 31 % lower and NOX emissions were 14 % lower in outer London.				
4.1 Pollution forecasting and issuing of the	e Mayor's p	ollution a	lerts durir	ng days of	predicted	elevated pollution				
Success measure: a) Londoners are aware of instances of high recommendation action, as a result of inform Quality Alert System					G N/A	Alerts have been issued through the Mayor's AQ alerts system (during three High and 18 Moderate forecasts), including targeted health care messaging.				

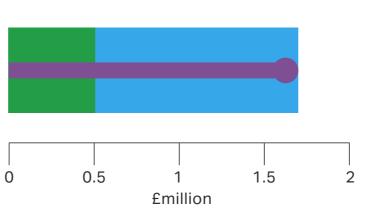
Project	Target	YTD	Baseline	Forecast	RAG	Notes
Success measure: b) In response to receiving an air pollution alert, Londoners follow recommended actions to protect their health and reduce their exposure, and know how to find out more information				G N/A	Targeted messages are sent to specific stakeholders and following each high pollution episode feedback is collated through various AQ forums such as Borough AQ cluster groups to gauge effectiveness and ensure that all key stakeholders are getting the right level of information - e.g healthcare professionals, London borough officers, school authorities and care home managers.	
Project milestones						
a) Issue pollution alerts on all forecast moderate and high pollution days: ongoing	-	-	Q1 25-26	Q4 25-26	G N/A	Ongoing - so far this calendar year, 3 High and 18 Moderate alerts have been issued through Mayor's AQ alerts system.
b) Work with the London Resilience Unit to improve and enhance the dissemination of air pollution alerts across London using resilience channels: October 2025	-	-	Q4 25-26	Q4 25-26	G N/A	Ongoing work - debriefing is done with Public Health Team and London resilience unit following each alert to ensure that messages continue to be amplified through their key stakeholders on the ground during high pollution episodes e.g. Healthcare professionals including GPs, and emergency respondents.
4.2 Delivery of Breathe London						
Success measure: a) All sensors have been installed; and a new website, with improved functionality, has been launched. Information will be collected on how this data improves local air quality (for example, supporting school streets and the implementation of other pollution-reducing measures)			local	G N/A	New contract has been awarded, new website was launched and 95% of sensors have been installed.	
Project milestones						
a) Beginning of new five-year contract	-	-	Q1 25-26	Q1 25-26	G N/A	Contract awarded, ongoing monitoring and evaluation through quarterly reports to ensure that that the project remains on track including - the completion of sensor installation and delivery of stakeholder quarterly working group meetings for Hospitals and Borough officers. Next working group meetings are in December 2025.
b) All new GLA sensors installed and operational	-	-	Q2 25-26	Q3 25-26	A N/A	140 sensors have been installed to date. Six sensors planned for installation on TfL roads are delayed because contractors have not yet secured TfL permission. We expect to install all sensors by the end of the year.
c) New website with improved functionality live	-	-	Q2 25-26	Q1 25-26	CG N/A	A new website was launched with interactive features which enable Londoners to see real- time, hyperlocal air quality data in their area. Access to this level of air pollution data will enable hospitals, schools and local authorities to take better informed action for clean air.

3B. Q2 FINANCIAL SUMMARY CLEANING LONDON'S AIR

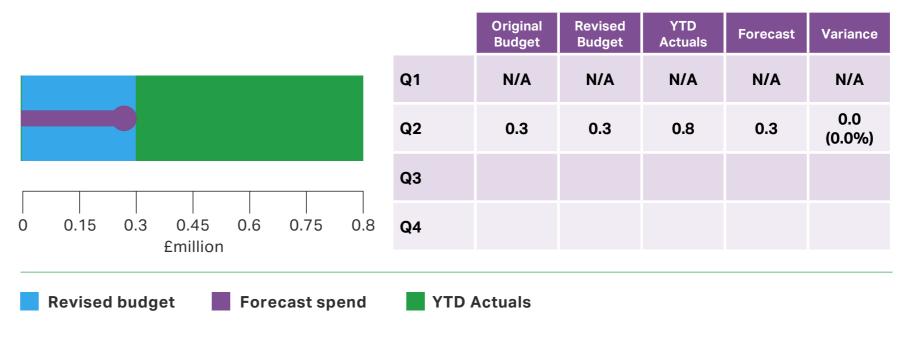
REV & CAP: Year to date spend is in line with profile, with expenditure scheduled to accelerate in Q3 and Q4.

Revenue (£million) - Net

	Original Budget	Revised Budget	YTD Actuals	Forecast	Variance
Q1	N/A	N/A	N/A	N/A	N/A
Q2	1.7	1.7	0.5	1.7	0.0 (0.0%)
Q3					
Q4					



Capital (£million) - NET



3C. Q2 RISKS AND ISSUES CLEANING LONDON'S AIR

	Top risks	Risk score	Trend	Notes
1	Providing leadership, and working with other cities and organisations within the UK, mainland Europe and further afield, to build stakeholder support for further action to reduce pollution - Lack of interest from government and other key stakeholders	2	\	We are working in collaboration with internal and external stakeholders to raise the profile of the health summit
2	Understanding how and when London could meet WHO air quality guidelines – consultants from Imperial College may be unable to publish the pathway report on time if there are issues with the required data	4	→←	There remains a risk of late publication of the pathway report. GLA officers meet regularly with the consultants at Imperial college to ensure the work stays on track

	Top issues	Issue impact	Trend	Notes
1	Understanding how and when London could meet WHO air-quality guidelines - Delays in AQ modelling	Medium	→←	We have an ongoing dialogue with all key stakeholders to communicate and identify solutions as soon as possible

SUPPORTING COMMUNITY, CULTURAL AND SPORTING EVENTS IN LONDON

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4. SUPPORTING COMMUNITY, CULTURAL AND SPORTING EVENTS IN LONDON



SRO - CHANDRU DISSANAYEKEEXECUTIVE DIRECTOR, STRATEGY AND COMMUNICATIONS

Programme Performance Summary

Delivery this quarter has remained on track across the cultural, community and inclusion portfolio, with progress against key programme milestones. The London Museum's transition into exhibition fit-out represents an important step in preparing for opening, and Wandsworth's London Borough of Culture year continues to perform well in terms of programme quality and reach. The Fourth Plinth programme remains on schedule for installation in September 2026.

The portfolio is also advancing work that strengthens inclusion and representation in London's public realm. Key memorial projects — including the HIV/AIDS Memorial and the Memorial to the Victims of Transatlantic Slavery — have progressed through planning and design milestones, while Cultural Impact Award projects in Barnet, Greenwich and Merton are on track for mobilisation in 2026. London's participation in the World Cities Culture Summit supported continued constructive engagement with global partners.

Team London volunteering activity continues to deliver positive engagement and skills outcomes with strong representation from disabled Londoners and Black, Asian and minority ethnic communities. Addressing low participation among under-26s remains a clear area for improvement. Targeted interventions are underway, including trialling more skill-based roles and reviewing recognition mechanisms to support retention and progression.

Events for London has successfully delivered several major cultural and commemorative events, with participant satisfaction levels consistently above target.

Planning for New Year's Eve is progressing with a coordinated multi-agency approach and with additional assurance actions underway — including a focused desktop exercise — to test crowd and system resilience.

The key portfolio risks include funding pressures, capacity demands for 2026 mobilisation, and the operational profile of major events. These are being actively managed through strengthened planning cycles, enhanced risk monitoring and cross-organisational working. We are transitioning to a longer-term (three-year) planning horizon in recognition of the scale and complexity of forthcoming delivery.

Further work is required to strengthen how we evidence value, articulate funding needs and demonstrate prioritisation in a constrained fiscal environment. The team will refine the benefits narrative and ensure forward investment decisions are underpinned by clearer distributional insight and alignment to Mayoral outcomes.

In summary, delivery remains on track and controls are strengthening. Continued focus on financial sustainability, targeted participation improvements, and major event assurance will ensure the portfolio remains on a firm footing heading into 2026. To reinforce this, we are instituting a programme of SRO-led deep dives across the portfolio to test delivery confidence, ensure financial discipline, and ensure contribution to outcomes – alongside checking that governance arrangements in each area are effective and proportionate.

Project	Target	YTD	Baseline	Forecast	RAG	Notes				
.1 Hosting or supporting a range of events which recognise, honour and celebrate London's diversity										
Success measure: a) The programme of diverse community and safely, on time and to budget and market reservents					G N/A	Successful delivery of the 7 July 20th Anniversary of the London Bombings, London Pride Reception, UNESCO Day for Remembering the Transatlantic Slave Trade and Its Abolition 2025 and Black on the Square. The Events for London team also supported the planning and delivery of London Pride, UK Black Pride, Latino Life and Notting Hill Carnival. To date, four out of the six GLA community events have been delivered and have exceeded the target for being rated as very good or good. Event planning continues for Black History Month, Diwali, City Hall Remembrance Service and the Mayor's Christmas Carol service.				
Project milestones										
a) 13 community events are delivered, either in partnership with another organisation or led fully by GLA events team. In 2025 these will be: St Patrick's Day, Vaisakhi, St George's Day, Eid on the Square, Black On The Square, Black History Month event, Diwali on the Square, Channukah, Latin American Festival, Lunar/ Chinese New Year, Gypsy Roma Traveller event, Carol Service, Mayor's Community Weekend	-	-	-	-	G N/A	This has been rated green as these events have taken place during Q2. Events for London - 6 events have taken place (Vaisakhi, St George's Day, Eid on the Square, Black On The Square, Latin American Festival, Gypsy Roma Traveller event). Mayors Community Weekend - 240 organisations (219 organisations were funded, some holding multi-day events, some cancelled and some postponed. Final figures are still being calculated).				
b) At least 60 per cent of attendees questioned rated the event positively (data collected from market research during six key events where attendees select 'very good' or 'good' when asked "Overall, how would you rate today's event?")	-	-	-	-	G N/A	This has been rated green as the following events have met the 60% target - St George's Day (87%), Vaisakhi (97%), Eid (95%) and Black on the Square (95%).				

Project	Target	YTD	Baseline	Forecast	RAG	Notes
c) Delivery of key memorial events. In 2025 include memorial events to mark 20 years since the 7 July London Bombings, UNESCO Day for Remembering the Transatlantic Slave Trade and its Abolition, City Hall Remembrance Service, Armed Forces Day, & Holocaust Memorial Day	-	-	-	-	G N/A	As of end of Q2, 7 July 20th Anniversary of the London Bombings, UNESCO Day for Remembering the Transatlantic Slave Trade and its Abolition and Armed Forces Day have been delivered successfully.
1.2 Delivering emblematic projects						
Success measure: a) The memorial to honour enslaved Africans transatlantic slave trade and the London HIV			•		G N/A	Architects have been appointed and working to submit planning application by end of Q3 25-26. Procurement for fabricators is at contracting stage, once finalised, the production timetable can be confirmed. Completion date is still on track.
Project milestones						
a) The memorial to honour enslaved Africans who were trafficked as part of the transatlantic slave trade is installed and unveiled in spring 2027	-	·	Q4 26-27	Q4 26-27	G N/A	Architects have been appointed and working to submit planning application by end of Q3 2025-26. Procurement for fabricators is at contracting stage, once finalised, the production timetable can be confirmed. Completion date is still on track.
b) The London HIV/AIDS memorial is completed in 2027	-	-	Q3 27-28	Q3 27-28	G _{N/A}	Planning application submitted to Camden in September 2025. A decision on planning permission is expected in Q4 2025-26.
2.1 London Borough of Culture						
Success measure: a) London Borough of Culture programmes h participation targets; the Liberty Festival has				agreed	G N/A	Wandsworth has delivered the first six months of its London Borough of Culture programme and Liberty Festival. Governance, fundraising and programme plans are being developed in Haringey towards their title year in 2027.
Project milestones						
a) London Borough of Culture programme is delivered in Wandsworth from April 2025 to March 2026 and Haringey from April 2027 to March 2028	-	-	Q4 25-26	Q4 25-26	G N/A	Wandsworth has delivered the first 6 months of its London Borough of Culture programme. Governance, fundraising and programme plans are being developed in Haringey towards their title year in 2027.
b) Cultural Impact Awards events are delivered in 2026 in Barnet, Greenwich & Merton	-	-	Q4 26-27	Q4 26-27	G N/A	Cultural Impact Award projects are being developed for 2026. Funding agreements are due to be signed off by end October 2026.

Project	Target	YTD	Baseline	Forecast	RAG	Notes			
c) Liberty Festival is produced in September 2025 and September 2027	-	-	-	-	G _{N/A}	Liberty Festival successfully delivered in Wandsworth from 24 to 28 September. Events were well attended and received good press coverage.			
d) London Borough of Culture number of people engaged in person	180,000	-	-	-	G _{N/A}	This target applies to Wandsworth only. Haringey targets will be negotiated after the Wandsworth year has concluded. Performance against annual targets for Wandsworth is expected to be available by Q2 2026-27.			
e) London Borough of Culture number of development, employment and leadership opportunities for young people	2,000	-	-	-	G N/A	This target applies to Wandsworth only. Haringey targets will be negotiated after the Wandsworth year has concluded. Performance against annual targets for Wandsworth is expected to be available by Q2 2026-27.			
f) Liberty Festival audience access needs were met. Target = Target = 90 % of visitors agree/strongly agree	90%	-	-	-	G N/A	Liberty Festival delivered in Wandsworth from 24-28 September 2025. Data on whether 90 per cent access needs were met is due in Q4 25-26.			
2.2 Fourth Plinth									
Success measure: a) The Fourth Plinth commissions have been reach targets and Fourth Plinth Schools Awa participation targets	-				G N/A	The next Fourth Plinth sculpture is due to be unveiled in September 2026. Currently the production of the work is on schedule. We continue to mitigate successfully against standard project risks.			
Project milestones									
a) New Fourth Plinth Commissions will be unveiled in September 2026 and September 2028 with media coverage of 300m people for each commission	-	-	Q2 28-29	Q2 28-29	G N/A	There is no new artwork to unveil in 2025-26. The 2024 unveil and installation has been well received with significant media reach in line with previous years.			
b) Fourth Plinth Schools Awards competitions held in April/May each year (2025-2028), attracting at minimum 1,000 participants from at least three quarters of London's boroughs	1,000 annually	1,300 annually	-	-	G N/A	The Fourth Plinth Schools Awards were successfully delivered on 8 May 2025, attracting over 1,300 participants from all of London's boroughs. The age group winning artworks will be made into 3D sculptures and exhibited at the Crypt in St Martin-in-the-Field from January 2026.			

Project	Target	YTD	Baseline	Forecast	RAG	Notes				
2.3 World Cities Culture Forum										
Success measure: a) London projects showcased on the internation of the control o		_	•		G N/A	The World Cities Culture Summit was held in Amsterdam 14-17 October 2025. London projects being shared are the Memorials programme, 24 Hour London and Space for Culture. The next WCCF report is being launched at the Summit and will feature case studies on London Borough of Culture, Night Time Enterprise Zones and Creative Enterprise Zones.				
Project milestones										
a) London hosts 30 World City delegates in October 2025 to showcase at least three projects and position London as a world- leading global city	-	-	-	-	G N/A	At end of Q2, 20 delegates from 13 different cities had signed up to visit the new London Museum site, East Bank and the Hackney Wick Fish Island Creative Enterprise Zone on 18 October 2025.				
2.4 London Museum	2.4 London Museum									
Project milestones										
Success measure: a) The new London Museum is supported to and revenue targets	oe open and	delivering	against its	visitor	G N/A	The project continues to make significant progress. Major milestone achieved in Q2 with handover of basement areas to begin exhibition fit out. Museum's remaining public site at Docklands on track for record visitor numbers in 25-26.				
a) General Market to be opened in 2026 and the Poultry Market in 2028	-	-	Q3 26-27	Q3 26-27	G N/A	Major milestone achieved in Q2 with handover of General Market basement areas to begin exhibition fit out.				
b) From end 2029, the Museum attracts two million visitors per year and is financially viable (i.e. has a balanced budget and is not operating on a deficit)	-	-	-	-	G N/A	Work continues on the future major temporary exhibition programme (from 2029), commercial strategy and forward business plan for the museum. New catering operators will be appointed Q3 25-26. Development of organisational design and structure also focus for Q3.				
3.1 New Year's Eve										
Success measure: a) New Year's Eve celebrations are delivered engagement targets	safely, on tin	ne and to b	oudget and	meet	G N/A	Planning for the event continues with continuing engagement with key partners and stakeholders through regular meetings including Crowd and Visitor Management Group (CVMG), Licensing Operational Safety Planning Group (LOSPG), Transport and Traffic and Tactical and Strategic meetings. The timetable for the release of the first batch of tickets has been confirmed and publicly announced.				

Project	Target	YTD	Baseline	Forecast	RAG	Notes			
Project milestones									
a) Annually on 31 December	-	-	-	-	G N/A	Planning for the event continues with continuing engagement with key partners and stakeholders through regular meetings including CVMG, LOSPG, Transport and Traffic and Tactical and Strategic meetings. The timetable for the release of the first batch of tickets has been confirmed and publicly announced.			
b) Total (national and international) viewership ratings for New Year's Eve television broadcast of event of over 10 million people	10,000,000	-	-	-	G N/A	Planning for the event continues with continuing engagement with key partners and stakeholders through regular meetings including CVMG, LOSPG, Transport and Traffic and Tactical and Strategic meetings.			
3.2 Notting Hill Carnival									
Success measure: a) The GLA has provided funding, support ar	nd guidance to	o Notting H	ill Carnival		G N/A	Following consultation with partners, extra funding was identified for Notting Hill Carnival to support essential safety enhancements for the Carnival. The event was enjoyed by many during 23-25 August 2025 and saw fewer serious incidents than in previous years. Key partners for Notting Hill Carnival including MPS, Royal Borough Kensington & Chelsea (RBKC), Westminster City Council (WCC), and the GLA remain committed to working together for future years and lessons learned from the 2025 event are being incorporated into the planning for the 2026 event, which has already commenced.			
Project milestones									
a) Notting Hill Carnival: annually in August	-	-	-	-	G N/A	Following consultation with partners, extra funding was identified for Notting Hill Carnival to support essential safety enhancements for the Carnival. The event was enjoyed by many during 23-25 August 2025 and saw fewer serious incidents than in previous years. Key partners for Notting Hill Carnival including MPS, RBKC, WCC, and the GLA remain committed to working together for future years and lessons learned from the 2025 event are being incorporated into the planning for the 2026 event, which has already commenced.			

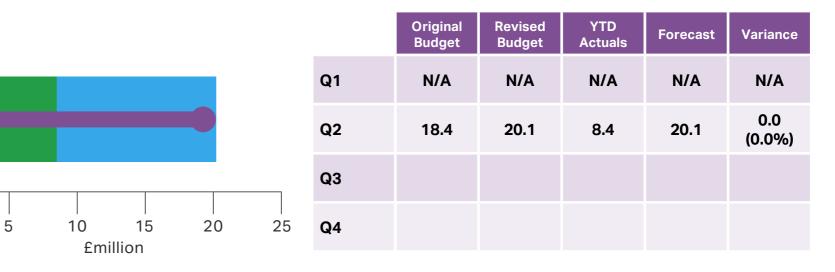
Project	Target	YTD	Baseline	Forecast	RAG	Notes			
3.3 Pride									
Success measure: a) The GLA has successfully supported Pride in London and UK Black Pride to deliver their events through our funding agreement and through constructive partnership working with themselves and with other key London Stakeholders i.e. blue light agencies, land owners, local authorities						The Events for London (EfL) team planned and delivered the Mayor of London's Pride Reception at Outernet in central London on 17 June 2025. As part of wider Pride activity, they also supported the successful delivery of Pride in London on Sunday 5th July, the UK's longest running pride event which showcased and celebrated the LGBTQ+ Community in London. The Mayor of London marched with over 500 floats and nearly 30,000 people in central London, with 1.5 million people taking part in activations and performance from Soho to Trafalgar Square. The team also provided funding to UK Black Pride to support the delivery of the event which took place in Queen Elizabeth Olympic Park 10 August 2025.			
Project milestones									
a) UK Black Pride: annually in August	-		-	-	G N/A	The EfL team provide funding to UK Black Pride to support the delivery of the world's largest free pride event for LGBTQIA+ Black and POC. This year the event celebrated its 20th Anniversary and took place in the Queen Elizabeth Olympic Park on 10 August. The event offered a safe space to celebrate diverse sexualities, gender identities, gender expressions and queer cultures and was both a celebration and protest.			
b) Pride: annually in July	-	-	-	-	G N/A	Mayor of London's Pride Reception at Outernet in central London took place on 17 June 2025. As part of wider Pride activity, they also supported the successful delivery of Pride in London on 5 July 2025, the UK's longest running pride event which showcased and celebrated the LGBTQ+ Community in London. The Mayor of London marched with over 500 floats and nearly 30,000 people in central London, with a 1.5 million people taking part in activations and performance from Soho to Trafalgar Square.			
4.1 Volunteering deployment									
Success measure: a) Volunteers directly deployed effectively b reflect the diversity of London	y the GLA at	eight key e	vents per y	/ear	G N/A	All Londoners applying to our events are selected proportionally, in line with Office of National Statistics (ONS) census data, against our three identified underrepresented groups, to ensure that volunteer teams at all events represent the diversity of London.			
Success measure: b) Volunteer-involving organisations across Diversity and Inclusion practices	London are ir	mproving t	heir Equalit	ty	G N/A	Whilst the November forum has not yet taken place, the widened and boosted membership of volunteer involving representatives now more closely resembles London's diversity, with 36% of the membership identifying as from a Black, Asian or Minority ethnic background, an increase from the previous year, and compared to 13% charity staff nationally from these backgrounds.			

Project	Target	YTD	Baseline	Forecast	RAG	Notes
Project milestones						
a) Individuals supporting London and Celebrating Londoners through volunteering are representative of London against ONS statistics: 14 per cent of volunteers are disabled	14%	17%	-	-	G N/A	There are various events that take place throughout the year, in which volunteers are required. The data below shows the number of volunteers who identify as disabled for each quarter. As there are numurous events that take place each quarter the percentages are calculated using the total volunteers each quarter and from that figure how many identified as disabled. Q1 - 20% Q2 - 15%
b) Individuals supporting London and Celebrating Londoners through volunteering are representative of London against ONS statistics: 13 per cent of volunteers are under 26 years old	13%	6%	-	-	A N/A	There are various events that take place throughout the year, in which volunteers are required. The data below shows the number of volunteers aged under 26 years old for each quarter. As there are numerous events that take place each quarter, the percentages are calculated using the total volunteers each quarter, and from that figure, how many were aged under 26 years old. Q1 - 5% Q2 - 6%
c) Individuals supporting London and Celebrating Londoners through volunteering are representative of London against ONS statistics: 46 per cent of volunteers identify with Asian, black, mixed or 'other' ethnic groups	46%	52%	-	-	G N/A	There are various events that take place throughout the year, in which volenteers are required. The data below shows the number of volunteers who identify from the Black, Asian and Minority Ethnic community for each quarter. As there are numurous events that take place each quarter the percentages are calculated using the total volunteers each quarter and from that figure how many identified from the Black, Asian and Minority Ethnic community. Q1 - 48% Q2 - 57%

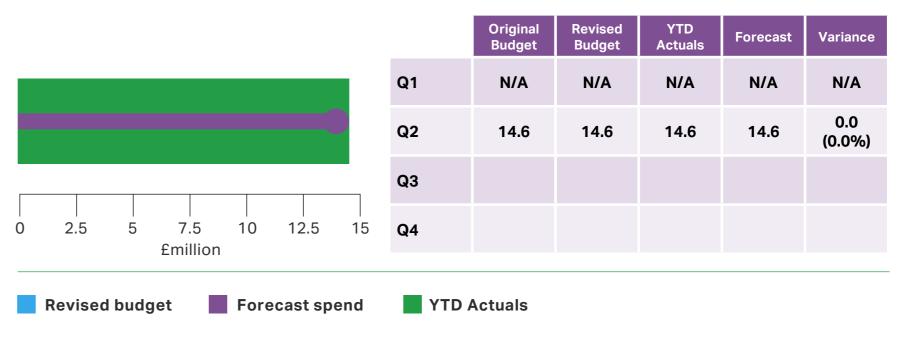
4B. Q2 FINANCIAL SUMMARY SUPPORTING COMMUNITY, CULTURAL AND SPORTING EVENTS IN LONDON

CAP: YTD expenditure is all on the Museum of London - one payment made in September as forecast.

Revenue (£million) - Net



Capital (£million) - Net



4C. Q2 RISKS AND ISSUES SUPPORTING COMMUNITY, CULTURAL AND SPORTING EVENTS IN LONDON

	Top risks	Risk score	Trend	Notes
1	London Museum - Opening to agreed timescales could be impacted due to additional costs from: vacant possession, landlord works delays, site discoveries associated with the project. Risk owned by the London Museum.	12	→ ←	This is a large scale and complex capital project, however the museum has extensive measures in place to monitor programme and take corrective action on delays including review of sectional completion strategy, mitigation measures for subsequent fit-out contracts through early site access (e.g. exhibitions), and focus on conclusion of critical path contracts currently onsite (e.g. structural works/summer 2025)

No significant issues this quarter on the other.

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5. DELIVERING A GREENER, MORE CLIMATE-RESILIENT LONDON



SRO - MEGAN LIFEASSISTANT DIRECTOR, ENVIRONMENT AND ENERGY

Programme Performance Summary

The Delivering a Greener, More Climate-Resilient London programme is making good progress across all projects.

A key achievement has been the Green Roots Fund successfully completing its first round of funding allocations for more than 20 local-led greening, waterways and adaptation initiatives worth £3m. Successful projects range from £10k to £500k, with a good geographic and thematic spread. As planned, one third of the Green Roots investment will go towards waterways projects and we were pleased to see so many strong applications for this priority theme. Allocations will be announced in Q3 and the Fund's next round will focus again on waterways projects, as well as seeking to bring forward more projects aimed at trees this time.

Another success has been publishing London's Local Nature Recovery Strategy for consultation. This will play a key role in ensuring investment in nature recovery from the GLA and it partners is aligned with our aims around social justice, by ensuring we're focusing our efforts where they're needed most.

Substantial progress has been made on the Clean and Healthy Waterways Plan, with working groups made up of external stakeholders actively developing problem statements, goals, and actions across four thematic areas. Final publication of the Plan is due in Q4. We took the decision to ensure the selection of priority sites for our waterways work is aligned with the insight and strategy being developed in the Plan, meaning the milestone has been delayed slightly.

While most projects are on track, we are actively managing some risks, particularly around the potential impacts of the Green Belt review on green cover and canopy cover targets, and timelines for Pathways2Resilience delivery. Those risks and issues are being discussed and mitigated where possible. For example, the GLA's Green Infrastructure team is working closely with the Planning team on co-developing Green Belt and other policies within the London Plan.

Project	Target	YTD	Baseline	Forecast	RAG	Notes			
1.1: Delivering clean and healthy waterways									
Success measure: a) The Mayor has convened partners and pub Plan	olished the	Clean and	d Healthy R	ivers	G N/A	Four working groups (Water Quality, Biodiversity and Ecology, Access, and Inclusion and Engagement) involving 50+ partner organisations have been convened to shape the Clean and Healthy Rivers Plan. The Plan is on track for publication in early 2026, subject to sign-off.			
Success measure: b) The GLA has overseen improvements at the GLA investment and funding from other partre	•	rity sites a	nd beyond	using	G N/A	As part of Plan development, up to ten flagship locations are being identified for early, visible, cross-cutting improvements. A longlist of priority sites has been developed and is subject to approval.			
Project milestones									
a) First working group meetings by Q1 2025-26	-	-	Q1 25-26	Q1 25-26	CG	Complete, the first working group meetings took place in April and May.			
b) Ten priority sites identified by Q2 2025- 26	-	-	Q2 25-26	Q3 25-26	A N/A	A longlist of sites has been developed and shared with the Deputy Mayor. We are now iterating this and working towards a final set of sites. This work is being informed by the ongoing Plan development. The slight delay reflects additional time needed to ensure this work is being informed by the ongoing Plan development.			
c) Plan published by Q4 2025-26	-	-	Q4 25-26	Q4 25-26	G _{N/A}	The Plan is being drafted and is due for internal approval in December, with publication expected in early 2026 subject to sign-off.			
d) Delivery underway at all ten sites by Q4 2027-28	-	-	Q4 27-28	Q4 27-28	G _{N/A}	Despite small delays in finalising the ten priority sites, the delivery mechanisms of Green Roots, Strategic Projects and our partnership working still mean that delivery by Q4 27-28 is on track.			
1.2: Supporting local projects through the (Green Roo	ts Progra	mme						
Success measure: a) At least £12 million has been invested in up Londoners with increased access to green sp quality nature and better protection from the	pace, impr	oved wate	rways, bet		G N/A	Round 1 of the fund opened in June and decision meetings on funding allocations are due to took place in October. An estimated £3m investment is expected (pending award decisions) for Round 1, contributing towards achievement of this success measure.			
Success measure: b) The GLA has overseen and monitored delivers.	very by gra	ant recipie	nts		G N/A	To enable this success measure, monitoring indicators have been integrated into the grant management system (Salesforce), which will allow the GLA to track grant progress and outputs. This will provide insight into delivery performance against grant objectives, supporting more effective oversight.			

Project	Target	YTD	Baseline	Forecast	RAG	Notes
Project milestones						
a) Fund open for applications in Q1 2025- 26	-	-	Q1 25-26	Q1 25-26	CG	Completed, the first round of the fund opened in June 2025.
b) First funding allocations announced in Q3 2025-26 and every six months thereafter	-	-	Q3 25-26	Q3 25-26	G N/A	The first funding allocation applications have been reviewed in Q2, in line with project timelines. The final allocation decisions are expected to be made in October with announcements in November 2025.
1.3 Increasing London's tree canopy through	gh partnei	ship actio	on			
Success measure: a) The tree canopy has increased through im as well as planting of new high-quality and diversity Environment Strategy target of a ten per cen 2050	verse tree	species, w	orking tow	ards the	A N/A	Progress towards this success measure is enabled through GLA funding for tree management and planting, which relies on <i>1.4 Strategic Projects</i> funding. The amber rating reflects the impact of factors outside the GLA's control, such as tree maintenance by landowners.
Success measure: b) Actions agreed under the London Urban Fo	orest Actic	ın Plan hav	/e been de	livered	G N/A	The new 5-year London Urban Forest Action Plan was adopted in February 2025. Of the 76 actions identified, one has already been completed (the GLA's commitment to resourcing co-ordination of the partnership), giving some confidence in the achievement of this success measure. Other GLA-led actions underway include an assessment of the climate suitability of London's public realm trees, technical guidance to improve co-ordination with utilities and Sustainable Drainage Systems (SuDS) and enable tree planting, and mapping the full extent of London public realm trees.
Project milestones						
a) Research complete and recommendations in place for climate resilient tree management and planting by Q4 2025-26	-	-	Q4 25-26	Q4 25-26	G N/A	The research is now complete, and the report and recommendations are being drafted. All key activities and milestones within this project have been met so far and are on track.
b) Tree canopy cover modelling developed by Q3 2026-27	-	-	Q3 26-27	Q3 26-27	G _{N/A}	This activity is on track at the planned 'procurement scoping' stage for consultants to undertake the required modelling, with no identified risks or issues that would delay delivery.
c) Completion of all LUFP actions by Q4 2029-30	-	-	Q4 29-30	Q4 29-30	G N/A	The new 5-year London Urban Forest Action Plan was adopted in February 2025. Of the 76 actions identified, one has already been completed, 21 are in progress and a further 21 have been resourced. This milestone is also one of our success measures.

Project	Target	YTD	Baseline	Forecast	RAG	Notes					
I.4 Investing in strategic projects focused on climate adaptation and greening											
Success measure: a) Strategic, transformational green infrastru- London have been identified and set up in pa delivery plan in place within this mayoral term	rtnership,		_		G N/A	The MD3414 setting out the delivery approach for 1.4 Strategic Projects was approved in Q2. Potential projects have been identified and are being scoped by officers under the seven agreed investment priorities agreed in the MD.					
Project milestones	Project milestones										
a) Mayoral Decision setting out detailed approach by Q2 2025-26	-	-	Q2 25-26	Q2 25-26	CG N/A	Achieved, MD3414 signed. The project has moved into development phase, with governance arrangements being set up and work underway to scope external expert support requirements and identify procurement routes.					
b) All projects identified by Q4 2025-26 with delivery throughout mayoral term	-	-	Q4 25-26	Q4 25-26	G N/A	The budget for this project has been approved via MD3414. An initial longlist of potential strategic projects is being reviewed with the first two projects indicatively identified with the intention of moving forward to grant agreement in Q3.					
2.1 Convening partnership action on climat	te resilien	ce									
Success measure: a) The GLA, London boroughs and other key changes and delivery on the ground – includi publishing a Heat Risk Plan - which improve L in managing flood and heat risk	ng increas	ing SuDS (coverage a	and	G N/A	Progress towards this success measure is enabled through joint policy action and delivery by the GLA, London boroughs and other key partners. This includes: implementation of the London Surface Water Strategy (published May 2025) by key partners and overseen by the Flood Ready London Board and Partnership; ground-level SuDs delivery through 1.4 Strategic Projects funding (MD approved); and the commissioned Heat Risk Plan (due by Q4).					
Project milestones											
a) Pathways2Resilience, including publication of Heat Risk Plan, to complete by Q4 2025-26	-	-	Q4 25-26	Q1 26-27	A N/A	The Decision Form for the procurement of a consultant to produce the Plan has been approved. The Amber rating is due to a short delivery timeline, which poses a risk to meeting external funding deadlines. Having discussed with London Councils, it was also noted that the preelection period would mean this will need to be delivered in Q1 2026-27.					
b) Pilots for retrofit resilience delivered by Q4 2026-27	-	-	Q4 26-27	Q4 26-27	G N/A	There are two separate pilots being delivered to meet this milestone. The first, delivered through LLDC, remains on track in terms of its timeline, budget and deliverables (Green). The second, a partnership project with Warmer Homes London and LB Newham, is awaiting confirmation and may have small delays (Amber).					

Project	Target	YTD	Baseline	Forecast	RAG	Notes
2.2 Ensuring London's planning policies ma	aintain env	rironment	al protecti	ons while	supportin	g housing delivery and economic growth
Success measure: a) The new London Plan successfully balance with green space and nature recovery, invest development	_		•	•	A N/A	The Green Infrastructure (GI) and planning teams are working together to co-develop Green Belt and other GI policies for the London Plan, which will be underpinned in part by open space data. The Amber rating reflects uncertainty while the Green Belt review is still underway.
Success measure: b) Planning decisions are informed by high que recovery while also meeting London's need for the success of t			to support	nature	G N/A	Systems are in place to monitor delivery of the current London Plan in referable applications through review by the Planning team and consultants.
Project milestones						
a) London Plan green infrastructure evidence development complete Q3 2025- 26	-	-	Q3 25-26	Q3 25-26	G N/A	On track for completion with evidence commissioned.
b) New draft London Plan in consultation early 2026	-	-	Q4 25-26	Q4 25-26	G N/A	The Environment and Energy Unit is working closely with the Planning Team to support the development of the London Plan to ensure we are able to consult on the draft Plan in Q4 2025-26.
2.3 Providing delivery partners with the too	ols and inf	ormation [·]	to take eff	ective act	ion	
Success measure: a) Partners are actively supporting the Mayor's vision around greening, resilience and equity by using the published London Green Infrastructure Framework (LGIF) and Local Nature Recovery Strategy (LNRS) to bring forward projects where they are needed most						The GLA is on track to publish the London Green Infrastructure Framework (LGIF) and London Nature Recovery Strategy (LNRS) in Q4, which is a key milestone towards this success measure. To ensure that partners actively use the published tools to bring forward projects extensive stakeholder engagement and testing is being conducted as part of the development and iteration of both tools.
Project milestones						
a) LGIF and LNRS published by Q4 2025-26	-	-	Q4 25-26	Q4 25-26	G N/A	On track for completion. The Local Nature Recovery Strategy (LNRS) is out for consultation and The London Green Infrastructure Framework (LGIF) is in its final stakeholder testing stages, due to be published within forecast quarter.

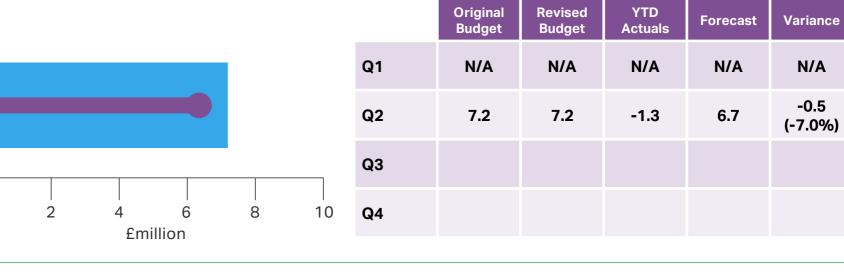
5B. Q2 FINANCIAL SUMMARY DELIVERING A GREENER, MORE CLIMATE-RESILIENT LONDON

Significant programme variances

REV: The year-end position is a £0.5 million underspend in the "accelerated delivery" project grouping. This is due to £0.3 million of unclaimed and underspent grant income returned in the GI: Climate Resilience-Nature programme and an expectation of underspend in the tree planting programmes (due to one-to-two-year gaps between trees being planted and the receipt of funds based on tree planting seasons and inspections that often require works to be rectified).

CAP: As at Q2, there were no capital projects aligned to this programme.

Revenue (£million) - Net



Revised budget Forecast spend YTD Actuals

5C. Q2 RISKS AND ISSUES DELIVERING A GREENER, MORE CLIMATE-RESILIENT LONDON

	Top risks	Risk score	Trend	Notes
1	Convening partnership action on climate resilience - External deadline requirements, combined with internal delays, have shortened the delivery timelines	8	\	The Decision Form for the procurement of a consultant has now been approved. We are mitigating risk of slippage against external funding requirement through early engagement with TfL procurement to accelerate procurement
2	Ensuring London's planning policies maintain environmental protections while supporting housing delivery and economic growth - No clarity yet on the outcome of the Green Belt review and impact of greenfield site development	9	\	The London Plan and Green Belt review are still underway. Therefore, we cannot yet be certain of the impact on balancing housing and environmental delivery needs across various GLA policies and programmes. Teams are working together to align work and reduce trade-offs wherever possible. Nevertheless, greenfield site development may have an impact on our ability to meet the 50% green cover target

	Top issues	Issue impact	Trend	Notes
1	Supporting local projects through the Green Roots Programme - Payment system delays caused by integration issues between Salesforce and SAP have made manual processing necessary for Round 1 of Green Roots	Medium	→ ←	While actions to resolve this issue are active, including a manual payment process and continuing to develop integrated system, the risk remains for future rounds due to external dependencies on TfL



6

6. IMPROVING LONDON'S HOUSING STOCK



SRO - PHIL GRAHAMEXECUTIVE DIRECTOR, GOOD GROWTH

Programme Performance Summary

This programme brings together three important areas of work for the GLA, which aim to help more Londoners to live in safe, decent, warm and energy efficient homes. These are the GLA's work to improve building safety (in particular through the remediation of unsafe cladding) and to support renters, both of which are led by the Housing and Land Directorate, and its work to accelerate the domestic retrofit in London, led by the Good Growth directorate.

The GLA is on track to achieve completion of 43 directly-funded cladding remediation projects in 2025-26, with 20 having been completed by the end of Q2. Nonetheless, the programme to remediate all high-rise buildings receiving government funds (those administered by both the GLA and Homes England) remains challenging. These are complex projects with delivery impacted by many factors, including delays in securing Building Safety Regulator (BSR) approvals and wider issues relating to external permissions and consents. The GLA continues to work with asset owners, Homes England and regulators to unlock projects, and we are hopeful that the recent change in leadership at the BSR will see an acceleration in their work.

Alongside this, the GLA continues to work with the Ministry of Housing, Communities and Local Government (MHCLG), the London Fire Brigade, London Councils, the BSR and Homes England to develop a Local Remediation Action Plan for London. Good progress is being with this work, but successful delivery of the Plan remains contingent on government policy and funding decisions.

In terms of support for renters, the Renters Rights Bill has now achieved Royal Assent (though after the time period covered by this report) including

the provisions for which the GLA has advocated, and its Selected Licensing framework is on track for roll-out from December 2025.

The GLA's work on the retrofit and energy efficiency of Londoners' homes encompasses both its directly delivery of the Warm Homes Local Grant scheme and its work with London Councils to establish Warmer Homes London, a joint GLA/borough agency which aims to coordinate and accelerate retrofit activity across the capital.

The three-year Warm Homes Local Grant (WHLG) programme has successfully completed the Delivery Assurance Check and is actively serving eligible applicants. Over 1,000 applications have been processed with more than 800 of those progressing. As of 30 September 2025, 112 homes had had their works scoped and 36 of those had started works. Of those 36, three had also completed.

The pace of delivery is expected to increase in future years, although this is dependent on procurements which have faced delays over recent months. Work is underway with TfL procurement to address these issues. The establishment of Warmer Homes London is also well-progressed, with senior recruitment underway and its delivery plan published, and with the Warm Homes Social Housing Fund programme having begun installations.

Finally, this programme also covers work to review the Mayor's London Power scheme, and potentially identify new areas for collaboration. It has not been possible to move forward with this work due to vacancies in key posts over the reporting period, but these have now been filled and we expect to restart discussions with Octopus later this financial year.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
1.1 Delivering high-rise cladding remediat	ion projec	ts				
					A	Complex delivery environment.
Success measure: a) All high-rise (18m+) buildings receiving go GLA have been remediated by 2029, in line v				y the		 Cladding remediation in London is particularly complex. Delivery is impacted by several factors including: Building and fire safety responsibilities spread across many organisations The new Building Safety Regulator (BSR) causing delays, with several GLA Gateway 2 applications exceeding expected timescales London's dense, interconnected built environment adds logistical and technical challenges Many projects face delays awaiting external permissions or consents outside building
					N/A	owners' control N.B. This success measure will be delivered over multiple years.
Project milestones						
a) Current forecasts from applicants to the high-rise cladding remediation funds project the completion of remediation on 43 buildings by April 2026	43	20	-	-	A N/A	We are on track to achieve our 25-26 target. There are 23 buildings due to complete remedial works in Q4 25-26. Whilst these are on track, we will continue to monitor closely and will report any risk of delays which may impact achievement of our target.

Project	Target	YTD	Baseline	Forecast	RAG	Notes			
1.2 Taking action on wider building safety	issues, inc	luding cor	nvening pa	artners to	deliver a L	ocal Remediation Acceleration Plan for London			
Success measure: a) There is a single, funded, remediation plan					A	Following HM Government's Remediation Acceleration Plan, the GLA was tasked with developing a Remediation Acceleration Plan for London (LRAP).			
the government, organisations in London an and action to accelerate remediation in London		oodies to s	shared obj	ectives	N/A	We have committed to working in partnership with MHCLG to develop this plan, including with the London Fire Brigade, London Councils and key regulators like the BSR.			
Success measure: b) The government's targets to accelerate re of 2029 every 11m+ building with unsafe cla with a date for completion, or with its landlor relevant authorities	dding eithe	r having b	een remed	liated or	A N/A	We have set up a Remediation Partnership Board, chaired jointly by the Building Safety minister and the Deputy Mayor. The purpose of the Board is to ensure that the LRAP delivers its objectives and has the necessary oversight for all accountable parties to the plan through a data-driven approach. Success will be based on funding and policy decisions with HM Government.			
Project milestones									
a) Local Remediation Acceleration Plan published in line with any timeline set by the government (which is still to be confirmed)	-	-	Q1 25-26	Q3 25-26	A N/A	Funding for the London Fire Brigade to establish a Remediation Acceleration Team was approved at MDB on 10 November 2025. This provides a £976K grant for expenditure this year, noting MHCLG has confirmed funding may roll over into 2026-27.			
b) Further delivery to be set in the Local Remediation Acceleration Plan	-	-	Q1 25-26	Q3 25-26	A N/A	We are making good progress on development of the LRAP however, success will be based on funding and policy decisions with HM Government.			
2.1 Enabling effective licensing and enforce	2.1 Enabling effective licensing and enforcement								
Success measure: a) Borough Private Rented Sector (PRS) enforcement action resulting in increases in enforcement action	owers and	tools avail	able to the		G N/A	This is an ongoing project, no due dates assigned.			

Project	Target	YTD	Baseline	Forecast	RAG	Notes			
Success measure: b) Borough housing and PRS teams are equipment sensor pilot with social and private sector late to reduce damp and mould in rented homes	•				G N/A	We expect to be able to add this to the agenda for the next PRS Partnership meeting (November).			
Project milestones									
a) A checklist or framework for a good selective licensing scheme is designed and delivered by autumn 2025	-	-	Q3 25-26	Q3 25-26	G N/A	Framework is awaiting sign off from the PRS Partnership late November and is on track for roll out with boroughs from late December 2025.			
b) An agreed plan is in place by September 2025, including timescales and funding, to develop an operationalise a digital library	-	-	Q2 25-26	Q3 25-26	A N/A	Investigating possible platforms has taken longer than anticipated, partly as a result of significant changes in capacity in the Housing Policy team.			
c) The GLA's private rented digital tools and checkers continue to be promoted to reach increased numbers of renters and secure continued engagement by borough enforcement teams	-	-	Q4 27-28	Q4 27-28	G N/A	This work is ongoing. 2025-26 Q3 digital sprints will continue to make the front end more user friendly. A rolling programme of training is increasing borough knowledge and use.			
d) A programme of engagement is undertaken by December 2025 with borough housing and PRS teams, social housing providers and private sector landlords to share learnings from the damp and mould sensor pilots and promote their use	-	-	Q3 25-26	Q3 25-26	G N/A	Expecting this to be on the agenda for the next PRS Partnership meeting, to engage borough PRS teams in the damp and mould sensor work.			
2.2 Improving security and stability for private	2.2 Improving security and stability for private renters								
Success measure: a) A Renters' Rights Act is passed that provide security and stability and effective remedies provisions		•		_	G N/A	The Renters' Rights Bill is expected to receive Royal Assent before Christmas, which will improve security, stability and conditions and standards for renters.			

Project	Target	YTD	Baseline	Forecast	RAG	Notes
Project milestones						
a) Continued provision of briefings on Mayor's positions for Parliamentarians as the bill continues through Parliament	-	-	Q3 25-26	Q3 25-26	G N/A	Completed. Bill in final Parliamentary stages, likely Royal Assent by Christmas, with the first parts of the bill coming into force 4 -6 months later. We are now working with boroughs, MHCLG, Operation Jigsaw and others on a range of activities to prepare for implementation.
b) Ongoing engagement with MHCLG officials to influence any associated guidance and/or secondary legislation (timescales to be set as Bill is enacted)	-	-	Q4 27-28	Q4 27-28	G N/A	As of Q2, we are continuing to work with boroughs, government and others to influence regulations and guidance and to prepare for phased implementation.
c) Active use of all channels to publicise new rights to renters from Q4 2025-26 onwards depending on Royal Assent and implementation timelines	-	-	Q4 25-26	Q4 25-26	G N/A	Timings of legislation are in the hands of HM Government, but GLA preparations are ongoing, including keeping our deputy mayor informed on progress.
3.1 Establishing (with London Councils) and	d clienting	Warmer I	Homes Lor	ndon		
Success measure: a) The GLA, London Councils and London bo partnership through Warmer Homes London a strong track record of delivery to unlock fut to create viable opportunities for private investigation.	, demonst ture fundir	rating to na ng and the	ational gov changes n	ernment	G N/A	Warmer Homes London is delivering impact by transforming residential energy efficiency in London. Both Warm Homes: Local Grant and Warm Homes: Social Housing Fund are actively delivering energy efficiency and low carbon heating improvements to properties across London boroughs.
Success measure: b) An initial portfolio of at least 11,000 homes has received energy efficiency upgrades through Warmer Homes London, reducing energy bills and carbon emissions					G N/A	Warmer Homes London is delivering impact by transforming residential energy efficiency in London. Both Warm Homes Local Grant and Warm Homes Social Housing Fund started installations in Quarter 2 2025-26.
Success measure: c) London's partnership working has built a credible pipeline of thousands more homes suitable for retrofit, facilitating future investment at scale					G N/A	Warmer Homes London delivery plan has data on real-time programmatic delivery and forecasts we can create compelling cases for change across the delivery eco-system development. A longlist of priority sites has been developed and is subject to approval.

Project	Target	YTD	Baseline	Forecast	RAG	Notes		
Project milestones								
a) An inaugural Warmer Homes London (WHL) delivery plan published by Q2 2025-26	-	-	Q2 25-26	Q2 25-26	CG N/A	This has been completed, since the inaugural Warmer Homes London (WHL) Delivery Plan was published 11 July 2025 https://www.warmer-homes.london/sites/default/files/2025-07/		

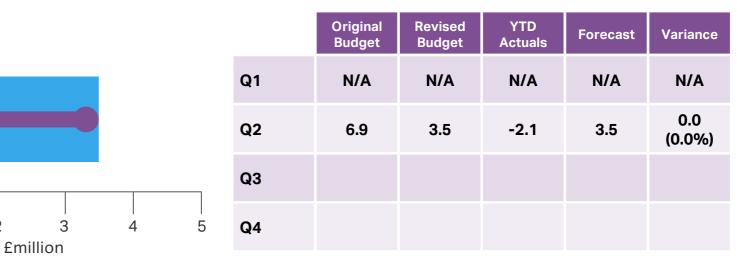
Project	Target	YTD	Baseline	Forecast	RAG	Notes			
3.2 Delivering domestic retrofit improvements funded through Warm Homes Local Grant (WHLG)									
Success measure: a) The programme has paid out all £53.5m in programme of retrofit works in London is co	mpleted. Ti	his is expe	ected to co	mprise	G	Warmer Homes London is delivering impact by transforming residential energy efficiency in London. Warm Homes: Local Grant is actively delivering energy efficiency and low carbon heating improvements to individual properties across London, with first installs starting in August 2025.			
around 3500 homes, although exact number	s will depe	nd on mea	asures imp	lemented	N/A	By the end of Q2, Warm Homes: Local Grant had committed over £1.72m of spend on upgrades on 84 properties across London, out of a capital target of £7.2m for 2025-26.			
Project milestones									
					CG	Milestone completed.			
a) Warm Homes: Local Grant (WHLG) begins processing applications from Q1 2025-26	-	-	Q1 25-26	Q2 25-26	(N/A)	GLA completed Delivery Assurance Check (DAC) with Department for Energy Security and Net Zero (DESNZ) in June 2025 and access granted to DESNZ portal following this. DESNZ did not conduct DAC's in Q1 25-26 due to delay in development of the process. DESNZ portal has been channelling applications to the delivery partner Sureserve for processing since July 2025.			
b) Procurement complete with up to four suppliers in place and a co-designed referral and customer journey model agreed with consortium members by end Q3 2025-26	-	-	Q3 25-26	Q1 26-27	R N/A	Delays experienced due to design, approval, and implementation of a revised delivery model for Year 2 and 3. Additionally, lack of dedicated TfL resource to support development of procurement strategy risks a delay in launching tender for contractors. The urgency for short-term resource has been escalated to ensure that procurement strategy is approved prior to Christmas.			
c) Delivery has transferred to Warmer Homes London by end Q2 2026-27	-	-	Q2 26-27	Q2 26-27	G _{N/A}	Warmer Homes London is becoming operationally mature, it's appointing its senior leadership team. There is no current risk to this milestone.			
3.3 Providing fair-priced green energy and	l enabling	decarbon	isation thr	ough Lond	don Power				
Success measure: a) A long-term plan for how the Mayor uses L Londoners is agreed, and a project establish			st benefit		A N/A	Key leadership roles have been vacant during the first part of the year. Those roles have now been filled and work will now progress, but this has caused a delay to this project.			

Project	Target	YTD	Baseline	Forecast	RAG	Notes
Project milestones						
a) New collaboration areas, making use of the London Power brand, identified with Octopus Power Co Ltd, and evaluated for consideration by the London Power steering committee by Q4 2025-26	-	-	Q4 25-26	Q1 26-27	A N/A	
b) Subject to steering committee agreement, pilots or early roll-out of any new collaboration areas undertaken in 2026-27	-	-	Q4 25-26	Q1 26-27	A N/A	Key leadership roles have been vacant during the first part of the year. Those roles have now been filled and work will now progress, but this has caused a delay to this project.
c) Decisions taken on the future of London Power beyond the end of the current contract with Octopus by Q1 2027-28	-	-	Q1 27-28	Q2 27-28	A N/A	

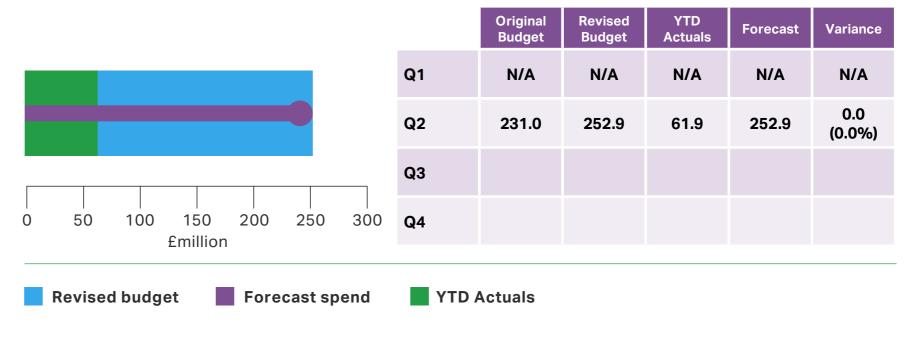
6B. Q2 FINANCIAL SUMMARY IMPROVING LONDON'S HOUSING STOCK

REV: Grant from Warmer Homes revenue received in advance and has offset expenditure to date.

Revenue (£million) - Net



Capital (£million) - NET



GLA Corporate Performance and Finance Report | Q2 2025-26

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6C. Q2 RISKS AND ISSUES IMPROVING LONDON'S HOUSING STOCK

	Top risks	Risk score	Trend	Notes
1	Delivering domestic retrofit improvements funded through Warm Homes Local Grant (WHLG) - Lack of dedicated procurement practitioner resource delays procurement launch for retrofit contractors for Years 2 and 3	20	•	Request at ILHS prog board for SRO to obtain short-term resource from procurement shared service to ensure procurement strategy approve by end of 2025
2	Taking action on wider building safety issues, including convening partners to deliver a London LRAP - Lack of long term programme funding may make it difficult for regulators to plan and build pipeline of necessary staff	9	→←	Assurance received from HM Government that a multi-year funding award will be in place - however, confirmation still awaited. Funding is fundamental to publication and delivery of LRAP

	Top issues	Issue impact	Trend	Notes
1	Additional costs for digital products with no identified budget	Medium	→←	Executive Directors (Tim Steer and Phil Graham) are aware. We are working with the GLA's Digitial Experience Unit (DEU) to increase certainty of proposed costs and identify where else in the organisation these costs are being passed to product owners
2	Delivering high- rise cladding remediation projects - The Building Safety Regulator (BSR) is still experiencing significant delays processing applications	High	^	The GLA is meeting with the Building Safety Regulator (BSR) and Ministry of Housing, Communities and Local Government (MHCLG) to monitor the BSR Gateway 2 pipeline relating to cladding remediation projects. Sharing lessons and guidance to ensure applicants submit high quality and well-structured applications to speed up assessment timeframes and reduce likelihood of rejection



7

7. SUPPORTING AND INSPIRING YOUNG LONDON



SRO - ALICE WILCOCKASSISTANT DIRECTOR, CIVIL SOCIETY AND SPORT

Programme Performance Summary

The Mayor wants London to be the best city in the world to grow up in—where every young Londoner is safe, supported, and able to reach their full potential. Building on over half a million positive opportunities delivered since 2016, the Mayor has committed to delivering a further 250,000 this term.

Despite London's strengths, many young people face significant barriers. One in three children live in poverty, over 600,000 do not meet recommended physical activity levels, and over 15% of 16–24-year-olds are not in education, employment or training (NEET). Young Londoners continue to express concerns about safety, mental health, and rising community tensions. The Mayor is taking bold, cross-sector action to ensure no young person is left behind—focusing on keeping them safe, fed, supported, and inspired.

To help families meet basic needs, the Mayor funds free school meals for all children in state-funded primary schools. Since its launch in 2023, over 82 million meals have been served. Schools and families report improved concentration, wellbeing, and resilience, with 84% of parents saying the policy has helped household finances.

During school holidays, young people are more vulnerable to exploitation and violence. The Mayor's **Holiday Hope** programme—delivered in partnership with the Violence Reduction Unit (VRU), Mayor's Fund for London, and Felix Trust—provides safe spaces, inspiring activities, and healthy food. Activities include sport, culture, employability skills, and youth-led social action. Over 25,000 opportunities are delivered annually through Holiday Hope, with an additional 1.2 million meal equivalents distributed in summer 2025.

The **Go! London** fund expands access to sport and physical activity, supporting over 70,000 young people to date. Work is ongoing to unlock more recreational spaces outside term time.

Mental health remains a major concern. Children with mental health issues are nearly seven times more likely to miss 15+ days of school per term. The Mayor is promoting inclusive school environments where wellbeing and belonging are prioritised. The VRU champions this approach, and an additional £810,000 has been invested to develop whole-school mental health models in 16 secondary schools—providing evidence for future support strategies.

To ensure all young Londoners can contribute to and benefit from the city's prosperity, the Mayor is investing in employment support. Programmes like Trailblazers target care leavers and NEET young people, offering integrated pathways into work through improved referrals and simplified access to opportunities.

The overall programme is progressing well. Following the Mayoral Delivery Plan sign-off, most projects are in delivery or design phase. As of Q2 25-26, 98,000 positive opportunities have been reported. While this is a strong start, some figures reflect large-scale or near-complete programmes, so no revision of targets is recommended.

7A. Q2 PERFORMANCE SUPPORTING AND INSPIRING YOUNG LONDON

Project	Target	YTD	Baseline	Forecast	RAG	Notes
1.1 Universal free school meals						
Success measure: a) The scheme continues to be effectively delivered, and C. 43 million high quality nutritional meals have been provided to all children in Key Stage 2 state funded primary schools each academic year						Project is on track to deliver meals to schools as planned, with all but one school delivering.
Project milestones						
a) Borough milestone payments in July 2025 (50%); December 2025 (25%); April 2026 (25%)	-	-	-	-	G N/A	Not all boroughs have claimed their first milestone payment, but are expected to by the end of the year. The project team is in contact with schools and the Programme Director will be working with boroughs.
2.1 Violence Reduction Unit (VRU) Positive	Opportun	ities - exp	anding ac	cess to po	sitive opp	oortunities for young people
Success measure: At least 75% of projects achieving their target	ets across	Stronger F	- utures act	ivities	G _{N/A}	This success measure is reported quarterly in arrears. To date, target of 75% is being surpassed (76%).
2.2 VRU Families - developing stronger and	l more res	ilient fami	lies			
Success measure: a) At least 75% of Parents/Carers being supported programmes remain engaged	orted acro	ss VRU's	intensive p	arenting	G N/A	Project over-achieving against success measure target (87% against a target of 65%).
2.3 VRU Education - promoting healthy rela	tionships	and reduc	cing exclu	sions and o	disengage	ement in education
Success measure: % of target reach for young people engaged	in mentori	ng			G N/A	To date, over-achievement against success measure target (1,579 against a target of 1,200).
2.4 Holiday Hope, youth focused activity &	youth sch	ools				
Success measure: a) An annual target of 25,000+ meaningful positive opportunities are accessed by young people						As of Q2, over 90% of annual target already met (22,865).

7A. Q2 PERFORMANCE SUPPORTING AND INSPIRING YOUNG LONDON

Project	Target	YTD	Baseline	Forecast	RAG	Notes
Success measure: b) Young people accessing Holiday Hope provision demonstrate progress against one (or more) of the following outcome domains: improved mental health and wellbeing; improved socio emotional learning; improved relationships; improved engagement; improved learning and work; reduced risky and harmful behaviour						Success measure is Amber due to an approach to the reporting not yet being in place. With multiple core delivery partners, who also hold different reporting frequencies and timelines, this is complicated and will be considered as part of the post-summer review.
Project milestones						
a) Phase 2 delivery in summer 2025 with expanded activity to take place over the following two summers. The plans for summer 2025 include the mixture of sports, employability and access to food that has been successfully trialled at Easter 2025. New activities for summer 2025 include a pilot of youth volunteering opportunities. Activities also running in additional holiday periods	-	-	Q3 25-26	Q3 25-26	G N/A	The delivery of this activity took place over the summer, with new activity including VRU-funded sport activity for young people with Special Educational Needs and Disabilities (SEND). Reporting expected to be available in Q3.
3.1 Supporting a whole school approach to	mental he	ealth in se	condary s	chools		
Success measure: a) 16 schools in the pilot scheme have a robu whole school approach to improve its pupils'	•		how to imp	olement a	G N/A	Project remains on track to begin delivery in Q3, despite partner borough and school selection now in three waves - September, October and November 2025.
Success measure: b) School staff have increased confidence in their ability to support students' mental health and wellbeing (further detail to be developed)						The exact target number to be confirmed once the baseline assessment is completed in all schools December 2025.
Success measure: c) Increase in the number of students experient health and wellbeing awareness and support			_		G N/A	The exact target number to be confirmed once the baseline assessment is completed in all schools December 2025.
Success measure: d) The pilot has been evaluated and a decision the learning through London's school system.		llowing thi	s on how to	o roll-out	G N/A	External evaluator appointed.

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7A. Q2 PERFORMANCE SUPPORTING AND INSPIRING YOUNG LONDON

Project	Target	YTD	Baseline	Forecast	RAG	Notes			
Project milestones									
a) Partner boroughs and schools selected by end of Q1 2025-26	-	-	Q1 25-26	Q3 25-26	A N/A	Milestone to be reconsidered in light of delivery changing to a 'wave' approach - Wave 1 September, Wave 2 October, Wave 3 November.			
b) Delivery partner selection by end of Q2	-	-	Q2 25-26	Q2 25-26	CG (N/A)	Delivery partner appointed.			
c) Delivery commences from Q3 2025	-	-	Q3 25-26	Q3 25-26	G N/A	On track to start in Q3.			
3.2 Mentoring support for young people									
Success measure: a) 10,000+ high quality, new, mentoring opportunity	ortunities a	re access	ed by youn	g people	G N/A	Reporting not due until c.December 2025 - delivery remains on track.			
Success measure: b) 1,000+ mentors have completed training a	and suppor	t			G N/A	New delivery not commencing until October 2025. Assistant Director Decision to be signed October 2025 (ADD2788). We previously reported 451 capacity building opportunities for professionals - from previous delivery.			
Project milestones									
a) Updates to Virtual Mentoring Academy Platform (VMAP) by end Q3 2025-26	-	-	Q3 25-26	Q4 25-26	A N/A	Delivery completion now scheduled for end of March 2026.			
b) Up to 1,000 volunteer mentors received training and support by Q4 2027-28	-	-	Q4 27-28	Q4 27-28	G _{N/A}	As of Q2, work is progressing according to expected timelines - some delivery due to commence October 2025 and procurement to commence in Q3 - Q4 25-26.			
3.3 Analyse access to sports facilities and	3.3 Analyse access to sports facilities and spaces and places for young Londoners								
Success measure: a) It has produced evidence-based recomme to sporting and leisure facilities, for example with private leisure providers to unlock under brokering partnerships with local youth providerss	, and subjectused space	ect to appr ces at non	oval, worki -peak time	ng s and	A N/A	Amber as a result of the report not being available until January 2026 (initially expected in Q2 25-26).			
Success measure: b) Targets met including a measurement of f	acilities an	d spaces ા	unlocked		A N/A	Not started as report yet to be drafted.			

7A. Q2 PERFORMANCE SUPPORTING AND INSPIRING YOUNG LONDON

Project	Target	YTD	Baseline	Forecast	RAG	Notes			
Success measure: c) Through the Go! London Innovation Challe affordability, safety, and availability of space 26 post data collection, comprehensive literatakeholders including young people	s. KPIs will	be develo	ped by Q4	2025-	N/A	Not yet started.			
Project milestones									
a) London-wide recommendations about access by end of Q2 2025-26 with recommendations informing future funding rounds of Go! London	-	-	-	-	A N/A	Agreed in principle to work with UK Active to open access to private leisure providers. Scoping workshop with UK Active & leisure providers taking place in November. Following workshop a request will be made to the programme delivery board on next steps.			
3.4 Enhance physical and mental wellbeing of young Londoners, working in partnership with three US Sports brands: NFL, NBA, and MLB									
Success measure: a) Up to 80 Young coaches have been traine	d				G _{N/A}	Delivery is on track and targets are expected to be achieved.			
Success measure: b) Up to 5,000 young people have been supporticipation and employability programmes					G N/A	Delivery is on track and targets are expected to be achieved.			
Success measure: c) The London Basketball taskforce has produce about growing the game in London including excellence training facility					G N/A	Successful stakeholder engagement exercise throughout the summer, with over 500 stakeholders engaged in consultation. Draft report expected in Q3.			
Project milestones .									
a) Partnership with NBA ongoing	-	-	-	-	G _{N/A}	Planning for future activity is underway.			
b) Basketball taskforce report and recommendations in Q4 2025-26. 250+ sector organisations engage with research/call for evidence exercise, 1500+ plus stakeholders engaged life of the taskforce	-	-	-	-	G N/A	Milestone delivery on track, successful stakeholder engagement throughout Q1 and Q2 2025-26 - over 500 stakeholders engaged over c.4 months.			

7A. Q2 PERFORMANCE SUPPORTING AND INSPIRING YOUNG LONDON

Project	Target	YTD	Baseline	Forecast	RAG	Notes			
3.5 Develop a strategic partnership with th	3.5 Develop a strategic partnership with the LTA								
Success measure: a) 250 young Londoners have been upskilled women and girls)	d to join the	e tennis wo	rkforce (50	0%+	N/A	Delivery not due to commence yet.			
Success measure: b) Over 5,500 young Londoners and their far participation opportunities	nilies have	gained ac	cess to ter	nnis	G _{N/A}	Successful youth festival event held in August reaching 80 young Londoners. Target not due until Q4 27-28.			
Success measure: c) 40+ London parks and community spaces	in priority	areas have	been acti	vated	N/A _{N/A}	Delivery not due to commence yet.			
Project milestones									
a) Upskilling for tennis workforce by Q4 2027-28	-	-	-	-	N/A _{N/A}	Delivery not due to commence yet.			
b) 5,500 young Londoners tennis participation by Q4 2027-28	-	-	-	-	N/A _{N/A}	Delivery not due to commence yet.			
c) Parks and community spaces activated by Q4 2027-28	-	-	-	-	N/A _{N/A}	Delivery not due to commence yet.			
3.6 Support London's schools and nursery communities (Healthy Schools LDN)									
Success measure: a) An increase of 20% of new or renewed Broken London and Healthy Early Years London programmers are target will be against a baseline of the previous	grammes. subsequen	The target t years the	for 2025-2 20% incre	26 is	G N/A	Target of new/ renewed bronze awards is 1,419 for 25-26, YTD 1,299 have been achieved. The project is on track to meet the target of increased Bronze awards.			
Project milestones									
a) Engage with Borough Leads: to review existing programmes and agree updates – May 2025	-	-	Q1 25-26	Q1 25-26	CG N/A	Programme updates were implemented successfully in September 2025. Termly learn and share events continue to be delivered.			
b) Launch of the refreshed programme including new website – September 2025	-	-	Q2 25-26	Q2 25-26	CG	Programme updates were implemented successfully in September 2025. Termly learn and share events continue to be delivered.			

7A. Q2 PERFORMANCE SUPPORTING AND INSPIRING YOUNG LONDON

Project	Target	YTD	Baseline	Forecast	RAG	Notes
c) Deliver termly learn and share events to borough leads – March 2028	-	-	Q4 27-28	Q4 27-28	G _{N/A}	Programme updates were implemented successfully in September 2025. Termly learn and share events continue to be delivered.
d) Schools and early years settings accessing the programme for the award – ongoing to Q4 2028	-	-	Q4 27-28	Q4 27-28	G N/A	Programme updates were implemented successfully in September 2025. Termly learn and share events continue to be delivered.
4.1 Explore opportunity to create an Erasn	nus-style s	scheme fo	r young Lo	ondoners		
Success measure: a) The scoping complete, recommendations around next steps, in line with emerging nations.					A N/A	Scoping has been commissioned, and report delivered.
Project milestones						
a) Delivery Q2 2025-26	-	-	Q2 25-26	Q3 25-26	A N/A	Report will be finalised in Q3 2025-6 after some delays to completion. Final versions now proceeding through sign-off process.
4.2 Employment and training opportunities	s for young	g people w	ho are, or	are at risk	of becor	ning not in education, employment or training (NEET)
Success measure: a) 3,000 young people have benefited from t	these inter	ventions			G _{N/A}	Project reports in arrears. Q1 achieved (897 out of annual 3,000), and expects to achieve full year target.
Success measure: b) 1,200 moving into employment, education	n or training)			G _{N/A}	Project reports in arrears. Q1 target achieved (275 out of annual 1,200), and expects to achieve full year target.
Project milestones						
a) Delivery Q4 2025-26	-	-	-	-	G N/A	NEET project is expected to achieve year-end targets.
4.3 London Youth Guarantee Trailblazer						
Success measure: a) Pan-London Delivery: 900 young people s	supported (on the prog	gramme		A N/A	Project started late and therefore activity milestones are behind schedule. As a result, no direct delivery occurred in Q2. Delivery will start in Q3, and performance data will be reported from Q4. Delayed start impacts success measures 4.3 a) – d).
Success measure: a (i)) Outcomes for pan-London youth trailbla young people) report increased confidence to be developed)				-	A N/A	As a result of the delayed start of the pan-London delivery, activity milestones are slightly behind plan. Delivery actuals to be reported from Q4.

7A. Q2 PERFORMANCE SUPPORTING AND INSPIRING YOUNG LONDON

Project Target YTD Baseline Forecast	RAG	Notes
Success measure: a (ii)) Outcomes for pan-London youth trailblazer: Enhanced engagement- 50% (450 young people) demonstrate greater engagement in the system or have meaningful employer interactions	A N/A	As a result of the delayed start of the pan-London delivery, activity milestones are slightly behind schedule. Delivery actuals to be reported from Q4.
Success measure: a (iii)) Outcomes for pan-London youth trailblazer: Transition to employment/ education/training - 40% (360 young people) move into employment, education, or training	A N/A	As a result of the delayed start of the pan-London delivery, activity milestones are slightly behind schedule. Delivery actuals to be reported from Q4.
Success measure: b) Outcomes for pan-London youth trailblazer: Provider knowledge - 80% of engaged providers report increased knowledge of the youth EET and wraparound support system	A N/A	As a result of the delayed start of the pan-London delivery, activity milestones are slightly behind schedule. Delivery actuals to be reported from Q4.
Success measure: c) Outcomes for pan-London youth trailblazer: Referral pathways awareness - 90% of engaged providers report enhanced awareness of referral pathways between youth services	A N/A	As a result of the delayed start of the pan-London delivery, activity milestones are slightly behind schedule. Delivery actuals to be reported from Q4.
Success measure: d) Outcomes for pan-London youth trailblazer: A more integrated approach to ensuring that young people are supported into work - Learnings from the most effective way to improve outcomes for young people	A N/A	Activity milestones slightly behind plan. Delivery actuals to be reported in Q4.
Success measure: e) Outcomes for care-leavers youth trailblazer operated by Central London Forward: Care leavers will have meaningful engagement with an employer (through work experience, a placement, a regular mentoring session)	G N/A	Target: 1,000 young people. YTD performance as at Q2 = 287. Delays in recruiting and commissioning has resulted in a slight underperformance but reprofiling is underway and there is high confidence target will be met.
Success measure: e (i)) Outcomes for care-leavers youth trailblazer operated by Central London Forward: Care leavers will be supported into education and training	G N/A	Target: 996 young people. YTD performance as at Q2 = 137. Delays in recruiting and commissioning has resulted in a slight underperformance but reprofiling is underway and there is high confidence target will be met.
Success measure: e (ii)) Outcomes for care-leavers youth trailblazer operated by Central London Forward: Increased confidence of care leavers (measured through self-identification and through their personal advisor upon referral and upon finished the programme)	G N/A	Target: 748 young people. YTD performance as at Q2 = 49. Delays in recruiting and commissioning has resulted in a slight underperformance but reprofiling is underway and there is high confidence target will be met.

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7A. Q2 PERFORMANCE SUPPORTING AND INSPIRING YOUNG LONDON

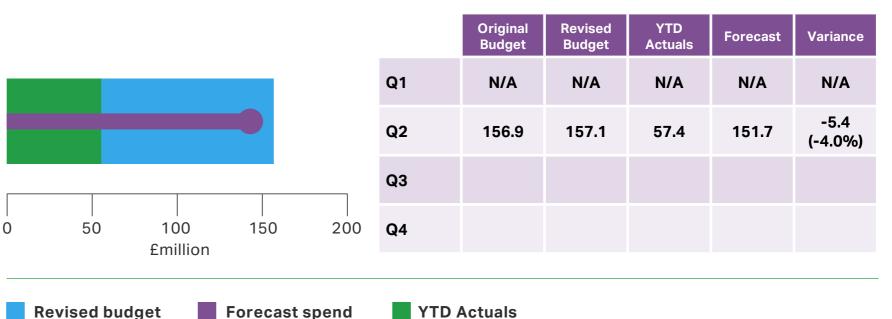
Project	Target	YTD	Baseline	Forecast	RAG	Notes
5.1 Go! London						
Success measure: a) 70,000 Children and young people have be physical activity between April 2025 and Man		rted to eng	gage in spo	orts and	G N/A	Q2 numbers remain TBC, but a quarterly return from Q1 of 7,000 leaves us on track for target to be achieved. A Round 4 for grant applications has just concluded, with a set of 50 new projects to start delivery early 2026.
Success measure: b) Go! London will enable 10% increase of ne for the targeted young people as a result of the targeted young people young p	•		l activity se	essions	A N/A	Enhanced measurement of outcomes being implemented through the commissioning of Upshot, to enable more accurate measurement of project activities by the funded groups.
Project milestones						
a) In progress, to continue until Q4 2027- 28	70,000	7,000	-	-	G _{N/A}	Project is on track, Round 4 grant awards have just been awarded, a new capacity building offer has been launched and a go-live date for the launch of the Innovation Challenge has been set.
5.2 Youth engagement & partnership						
Success measure: a) We have a model of youth voice and engagives the most effective support to the Mayor framework, and our partners are supported to Londoners	or and GLA	family, as	set out in a	an agreed	G N/A	Youth engagement mechanisms mapping completed and work now underway on development of a new approach.
Project milestones						
a) Review of ongoing youth engagement mechanisms Q1 2025-26	-	-	Q1 25-26	Q1 25-26	CG	Mapping exercise carried out across GLA family to create overview of all youth engagement mechanisms and their primary goals.
b) Implementation of new approach Q3 2025-26	-	-	Q3 25-26	Q3 25-26	G _{N/A}	Work now in progress to develop key principles and priorities for engagement and how this can be coordinated in the most effective way.
c) Ongoing relationships with partners including Mayor's Fund for London and London Music Fund. Programme in progress and scholars recruited	-	-	-	-	G N/A	London Music Fund scholars have been recruited successfully and programme started.

7B. Q2 FINANCIAL SUMMARY SUPPORTING AND INSPIRING YOUNG LONDON

Significant programme variances

REV: The year-end forecast is a £5.4 million underspend within the Universal Free School Meals programme. The programme will still deliver for all eligible school children in London; however, latest forecasts show that there are fewer eligible children than expected. Therefore, milestone payments to boroughs including contingency payments for Special Educational Needs and Disabilities (SEND) are projected to be lower than originally planned for the academic year (2025-26), as updated forecasts are now based on the latest 2025 census data.

Revenue (£million) - Net



7C. Q2 RISKS AND ISSUES SUPPORTING AND INSPIRING YOUNG LONDON

	Top risks	Risk score	Trend	Notes
1	Develop a strategic partnership with the Lawn Tennis Association (LTA) - Design of workforce development by LTA does not consider meaningful barriers and is therefore not able to engage with required target groups	6	•	In order to avoid the project being unable to expand the diversity of the workforce, the project will look closely at the workforce programme design to consider suitable solutions to key challenges. As well as this, the project will connect the workforce to tangible deployment opportunities
2	Holiday Hope - Youth focused activity does not have a consistent and joined up reporting methodology, which results in a lack of robust data	6	→←	A centralised dashboard is to be designed to avoid siloed/ inconsistent data. Additionally, delivery partners to be worked with to devise SLAs with monitoring triggers and to ensure grant agreements have clear, measurable outcomes
3	VRU families: Reduction in funding has meant cuts for local authority Parent Carer Champion Network (PCCN) - concern that this will lead to difficulties sustaining buy- in from statutory partners and parents/ carers	9	→ ←	In order to avoid a reduction in the project's reach and intensity of 1-1 support provided, the project will be supporting PCCNs to transition to smaller funding, and providing training in future

	Top issues	Issue impact	Trend	Notes
1	Analyse access to sports facilities and spaces and places for young Londoners - No budget allocation	High	→ ←	Lack of budget has resulted in challenges for pilot development. To remedy, partnerships have been brokered with FE/HE where existing relationships. Small pilot to be conducted with partners, with the aim to review and adapt delivery model
2	Support London's schools and nursery communities (Healthy Schools LDN) - Lack of borough leads	Medium	↑	GLA and Office for Health Improvement and Disparities temporary panel continues to review applications from 7 boroughs without HSL/HEYL project delivery leads. In their absence, strategic engagement continues with Children's Services and Public Health directors. Monitoring, ad hoc support and comms provided directly to schools where needed
3	Supporting a whole school approach to mental health in secondary schools - Delays to school identification	Low	^	Wave 2 and 3 identification delays may mean not all schools are on boarded in autumn term. Strong consistent contact with boroughs who are yet to identify schools is ongoing. Delivery partners to be made aware around potential timeline slippages due to 'Wave' approach



8. UPGRADING LONDON'S INFRASTRUCTURE



SRO - ELLIOT TREHARNEASSISTANT DIRECTOR, CONNECTIVITY, AIR QUALITY, TRANSPORT AND INFRASTRUCTURE

Programme Performance Summary

The Upgrading London's Infrastructure (ULI) programme continues to support mayoral plans and targets on economic growth, net zero and housing. Multiple workstreams are currently underway and major projects are being advanced at pace.

The flagship London Infrastructure Framework (LIF) is mid-way through its project timeline. It brings together key partners to identify the infrastructure needed to unlock sustainable, climate-resilient economic and housing growth.

Partnership working continues to be a crucial element to the successful delivery of the ULI workstreams. The upcoming Mayor's London Infrastructure Group meeting will serve as a strategic forum to bring the sector together, strengthening ULI workstreams and securing buy-in.

The GLA's Local Energy Planning (LAEP) has reached a significant milestone, with the completion of the East London LAEP. The entirety of London is now covered by LAEPs at the subregional level, meaning that focus will now shift towards supporting individual Boroughs undertaking their own LAEPs whilst also bringing forward relevant implementation studies.

Mobile connectivity is being improved across the transport network, with nearly half of all stations and tunnels now having mobile coverage. The Connected London map has also been updated to identify not-spot-areas, laying the groundwork for future fibre connectivity interventions.

Work is underway to roll out borough Lane Rental schemes pan-London. Positively, Enfield received approval for the first scheme, with five further boroughs expected to follow in the coming months. Meanwhile, efforts to reduce disruption from streetworks continue through the dig-once approach, with the Mayor's Infrastructure Coordination Service's efforts being recognised by receiving the 2025 Streetworks UK award.

The Data for London Library was successfully launched whilst the Infrastructure Mapping Application Explorer Tool (IMA ET) marked its 10-year anniversary. The IMA ET has supported the development of several secondary tools and dashboards, demonstrating the lasting value and impact of continued innovation in data for infrastructure planning.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
1.1 Policy and regulatory engagement and	developin	g a refres	hed Londo	on Infrast	ructure Fr	amework
Success measure: a) The refreshed London Infrastructure Frampartners, providing a roadmap for investment		been end	orsed by k	ey	G N/A	Stakeholder engagement plan in place, with key partners updated and providing input/sign-off at key stages.
Project milestones						
a) Convene Mayor's London Infrastructure Group (LIG) meeting during the spring and autumn of each year to bring together senior leaders responsible for building and maintaining London's infrastructure, securing commitment and engagement for the infrastructure team's work	-	-	Q4 27-28	Q4 27-28	G N/A	Work is underway to prepare for the next LIG, which will take place at the end of November 2025.
b) Full Infrastructure framework complete – March 2026	-	-	Q4 25-26	Q4 25-26	G N/A	A project overview was pushlished on the London Growth Plan website in March 2025 (https://growthplan.london/wp-content/uploads/2025/05/25-03-28-FINAL-DESIGN-London-Infrastructure-Fr). A consultant was onboarded during the summer to develop the new London Infrastructure Framework and work is underway on a literature and policy review, as well as data collection. Plans for stakeholder engagement in the autumn, with draft publication in January 2026.
1.2 Address utility connection issues, pilot	futurepro	ofing and	plan for m	ajor elect	ricity dem	and users
Success measure: a) The GLA has unblocked 10,000 homes that were affected by utility connection issues						 Work continues in supporting developments affected by utility issues: As of 30 September 2025, the Infrastructure Coordination Service (ICS) is providing active support to 2x housing schemes This work involves convening developers and escalating the issue with the utility networks, providing technical support in scrutiny of connection offers, and assessing opportunities for collaboration with other developments to better accelerate a connection The ICS continues to engage with the industry to identify where further support is needed

Project	Target	YTD	Baseline	Forecast	RAG	Notes
Success measure: b) The GLA has developed a framework for function projects	uture proof	ing strate	gic develop	oment	G N/A	Draft framework completed internally, with stakeholder engagement, testing, and piloting to progress. Successful funding secured by Housing + Land for Financial Year 25-26 to secure the necessary technical support to refine and identify preferred approach to supporting strategic development projects (aligned with broader GLA Group project priorities).
Success measure: c) The GLA has developed an overview of Lo electricity demand users	ndon's cur	rent and fu	uture majoi	r	G N/A	Engagement work on West London Major Energy Users on-going, with recruitment of interviews progressing. Draft report expected December 2025. The Data Centre Forecasting work has prepared initial growth forecasts which are now under review with key utility stakeholders. This will undergo robust internal review prior to any publication as part of the London Plan evidence base. Initial planning work is also underway on further comms and engagement with the data centre sector, utilities, and regulators following the eventual publication of the final report.
Project milestones						
a) Futureproofing framework and future proofing pilots identified – September 2025	-	-	Q2 25-26	Q2 25-26	CG	Pilots identified at Royal Docks and funding now secured for initial phases of work via Housing + Land. This will involve a route-proving study for connections from the proposed new primary substation site and key development sites around the docks, identifying opportunities for collaborative connections to minimise cost and risk to development. Additional pilots identified at OPDC and underway with engagement with key stakeholders, this includes a pilot to explore use of the ICS Network Congestion tools in supporting better coordination in routing between multiple development activities in the vicinity, and a separate pilot in west London to explore opportunities for a collaborative connection between multiple Data Centre developers, to minimise disruption to wider Londoners.
b) Data centre growth scenarios modelled - September 2025	-	-	Q2 25-26	Q2 25-26	CG	Growth scenarios identified and modelled, on-track for production of final report and associated sign-offs (to be published as part of the London Plan evidence base).
c) Developer guidance for capacity constraint areas – by December 2025	-	-	Q3 25-26	Q2 25-26	CG	Action completed. Developer guidance has now been produced, reviewed and published on the GLA website in February 2025 (available here: https://www.london.gov.uk/programmes-strategies/better-infrastructure/infrastructure-coordination/development-service/west-london-electricity-capacity-constraints).

Project	Target	YTD	Baseline	Forecast	RAG	Notes
1.3 Make more of London's busy places we	ell connect	ted with be	etter mobi	le signal a	nd easier	access to public Wi-Fi
Success measure: a) Londoners and visitors have better experiple	ence of mo	obile conne	ectivity in b	ousy	G N/A	The Connected London team are reviewing options to map mobile capacity data across the capital. No public data or mapping exists. Mapping data that identifies problem areas will address the imperfect access to information that local authorities have and can drive behaviour changes in identifying suitable locations for mobile infrastructure and in relation to planning and approvals. Boldyn are utilising TfL infrastructure to deploy small cells across busy places in London, they have deployed 200 small cells to date and have up to 80,000 street assets in scope for delivery.
Success measure: b) Londoners and visitors have easy access to seamless public Wi-Fi in busy places across London						This project aims to simplify public internet access by introducing a single login system across venues offering free Wi-Fi. A discovery phase identified a key use case: reducing digital exclusion and improving user experience by allowing users to log in once and stay connected across multiple locations. To test this, the Connected London Team partnered with Westminster City Council to pilot the Open Wi-Fi standard (known as Connected London WiFi) - designed to provide seamless, secure, and free internet access across London. The pilot ran from January to March 2025 across 50 venues in Westminster. Two reports were produced - technical implementation and user experience.
Project milestones						
a) Evaluation report for Open Wi-Fi trial – May 2025	-	-	Q1 25-26	Q1 25-26	CG	Evaluation reports complete. The report showed that Open Wi-Fi is essential, especially for tacking digital exclusion. Lots of support for the pilot from residents, workers and visitors. Transparency around data collection and privacy is crucial for trust and adoption. Users wanted broader availability across London for Open Wi-Fi. The key findings from the report will be used to look at how the GLA can roll this out across London.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
b) Business case – June 2025	-	-	Q1 25-26	Q3 26-27	A N/A	Following the pilot, this project was presented at Mayoral Delivery Board (MDB) Committee, where various delivery options were discussed. The discussion concluded with MDB Committee requesting the delivery option where the GLA would lead the project and deliver it across London be explored and presented back to MDB Committee before the end of the year. Revised forecast explanation: The delivery option will require some additional investigations which will be outlined when this project is presented back to the MDB Committee before the end of this year. The further investigation will take time therefore the forecast date has been changed to reflect this.
c) Launch – July 2025	-	-	Q2 25-26	Q1 27-28	A N/A	The launch of this project is currently on hold to explore a GLA led delivery option. Revised forecast explanation: The launch date has been revised to allow time to explore a GLA led delivery option, as requested by MDB Committee.
d) 1,000 sites on network – April 2028	-	-	Q1 28-29	Q1 28-29	G N/A	The new GLA led delivery option will still aim to deliver 1,000 sites.
2.1 Support whole-systems and area-base	d approac	hes to net	-zero ene	rgy planni	ng and de	livery
					G	Three sub-regional Local Area Energy Plans (LAEP) are now complete (West, North, South), with the 4th (East) due to be completed autumn 2025.
Success measure: a) All London boroughs are engaged on local approaches through completion of the sub-r				verv		Five West London boroughs signed a collaboration agreement with the GLA and the Phase 2 LAEP is due for completion in January 2026.
approaches through completion of the sub-regional and Phase 2 LAEPsdelivery					N/A	Eight boroughs (Merton, Camden, Tower Hamlets, Croydon, Greenwich, Lewisham, Lambeth, Southwark) have all signed grant agreements with the GLA. Most procurements are also now either live or in bid review stage.
Success measure: b) Strategic heat networks are being developed across London in identified heat network zones enabled by appropriate governance arrangements						Three of the six are now being actively developed through individual borough partnerships that we have set up and the other three will follow in the coming months as we work through the work programme.
Success measure: c) Area-based approaches are underway to f technologies	acilitate de	elivery of k	ey net zerc)	A _{N/A}	This is being developed and is subject to further refinement.

Project	Target	YTD	Baseline	Forecast	RAG	Notes
Project milestones						
a) All London boroughs to have completed sub-regional LAEPs by August 2025, ongoing support for boroughs implementing Phase 2 LAEPs through to July 2026	-	-	-	-	G N/A	The programme of rolling out Subregional Local Area Energy Plans across London is almost complete, with the remaining East London LAEP due for completion in autumn 2025. Ongoing support for Boroughs for implementing their Phase 2 LAEPs is in motion.
b) Agreed policy position from London government on appropriate governance arrangements for Department for Energy Security and Net Zero (DESNZ) heat network zoning – early 2026	-	-	Q4 25-26	Q4 25-26	A N/A	First stages of work completed and now waiting for Government's response to their Zoning Consultation when the detail around how the zone coordinator, along with other elements of the zoning legislation, will work and what the roles, responsibilities and processes will be as well as the indicative financial resource that will be made available through the Warmer Homes Plan funding.
c) Pan-London implementations studies recommended by LAEPs complete – December 2026	-	-	Q3 26-27	Q3 26-27	G N/A	Not yet started, consideration to be given to the best pan- London approach once all Subregional LAEPs are completed (autumn 2025). West London LAEP implementation studies on energy system flexbility guidance and a solar strategy were recently completed in October 2025.
d) Area-based approaches implemented – by March 2028	-	-	Q4 27-28	Q4 27-28	G _{N/A}	This approach is being developed and subject to further refinement with the Mayor's office but currently not impacting March 2028 completion date.
2.2 Develop Subregional Integrated Water	Managem	ent Strate	egies (IWM	S)		
Success measure: a) We have identified priority catchment area boroughs are engaged to undertake water p		ondon and	d all relevar	nt	G N/A	Second priority catchment to be determined after completion of 1st IWMS (South East and Marsh Dykes) i.e. later in the programme. Also linked to IWMS platform.
Project milestones						
a) Priority catchments identified and London IWMS modelling completed – September 2025	-	-	Q2 25-26	Q2 25-26	G N/A	We have engaged with priority catchments (South East and Marsh Dykes) and will be taking a specification for the next IWMS to market in October 2025.
b) Priority catchment or thematic IWMSs implemented – June 2027	-	-	Q1 27-28	Q1 27-28	G _{N/A}	This relates to the completion of 2x IWMSs which is due for completion at the end of the programme. We are on track with the first of the two as per milestone 2.2 a).

Project	Target	YTD	Baseline	Forecast	RAG	Notes
c) Pan London IWMS modelling completed – September 2025	-	-	Q2 25-26	Q3 25-26	G N/A	Final draft deliverable received from consultant. Revised forecast explanation: We estimate a one month delay to completion (i.e. end of October). This will not delay next project in the IWMS programme (commissioning of the next IWMS) as priority catchments have been agreed.
2.3 Pave the way for investment in digital of	onnectivi	ty through	market a	nd boroug	h engager	nent
Success measure: a) London realises the government's target for 5G coverage and gigabit broadband by 2027		ulated area	as" in the U	K to have	G N/A	Data published by Ofcom shows that as of January 2025, 60% of London has 5G geographical coverage (indoor and outdoor). Comparatively, Ofcom data showed London had 57% 5G coverage as of January 2024. Government has revised its target from 2027 to 2030. Ofcom data as of January 2025 shows that London has 89% gigabit coverage and has grown from 86% in January 2024. The revised target for 99% gigabit coverage by 2032 is expected to be met by industry. Government had revised its plans to 'all populated areas to have 5G Stand Alone (5GSA) coverage by 2030' and 'The government is committed to achieving nationwide gigabit coverage and expects 99% of premises to have access to a gigabit-capable connection by 2032'.
Project milestones						
a) Mobile connectivity across the London Underground, Overground, DLR and Elizabeth line network – ongoing	-	-	Q4 27-28	Q4 27-28	G N/A	Data from TfL shows that 43% of underground stations and 40% of connecting tunnels have live mobile coverage, this is up from 39% and 32% respectively since November 24. The entire Elizabeth line has had mobile coverage in place since December 2024.
b) Engagement to secure Project Gigabit funding – spring 2026	-	-	Q1 26-27	Q1 26-27	G N/A	The Connected London team, Sub-Regional Partners (SRPs), and the Building Digital UK (BDUK) lead meet bimonthly to review project progress, discuss risks and issues. Currently, two projects have been submitted to BDUK by suppliers for consideration, the SRPs are working with the suppliers and BDUK lead to resolve any challenges that may hinder BDUK from accepting these projects for delivery.

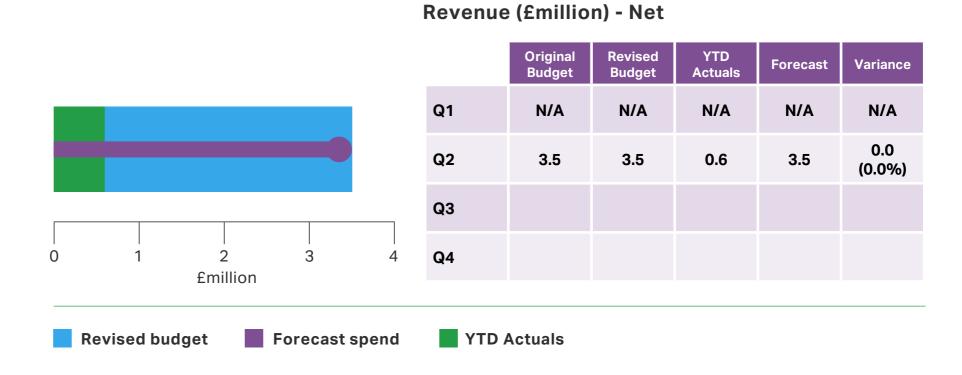
c) Map not-spots – Update to Connected London map – July 2025	-	- Q2 - 25-26	Q2 25-26	CG	The Connected London Map has undergone upgrades over the summer including bringing the mapping software inline with other GLA maps to improve the user experience. This is the second major upgrade since the map launched in 2019 which now includes specific functionality requested by boroughs showing how fibre has grown across the capital during the last five years. This is broken down at postcode, ward, borough and London level providing users with statistical data and trends. Functionality to download data has also been provided so these can be easily extracted to support briefings and reports.
d) Digital Champions to provide tools and training to all boroughs – Central London Mobile Connectivity Toolkit – December 2025; all London boroughs to have subregional digital strategies – by January 2026; Digital tools training for all boroughs – July 2026	-	- Q2 - 26-27	Q2 26-27	G N/A	All four sub-regions have a strategy or long-term plan in place. West London Alliance supported their boroughs to produce an e-learning package that helps frontline staff support residents who struggle to get online. The Connected London Team will be supporting regions by holding a workshop before the end of this year on the Connected London map.
3.1 Reduce disruption by expanding the La installation through streetworks	ne Rental Sch	heme, deploying	the 'dig on	ice' appro	ach and developing a new delivery framework to scale Sustainable Drainage Systems (SuDS)
Success measure: a) Lane rental (LR) schemes are in place acro road networks	ss each of Lor	ndon's highway au	uthorities'	A N/A	Four boroughs have submitted LR applications in Trache 1. Currently, there are delays in DfT's approval process, affecting Tranche 1 applications. GLA is awaiting DfT approval and further indications on the devolution of LR powers.
Success measure: b) Collaborative streetworks are being regular utility investment programmes and major wo		across London's r	nain	G N/A	Every regulated sector (water, gas, power) is actively engaged in deploying the dig-once approach. Further efforts are underway to engage the heat networks and telecoms sectors. Four GLA-led and 18 utility-led schemes were delivered in 2024, and three GLA-led and 43 utility-led have been delivered to date in 2025.
Project	Target	YTD Baseline	Forecast	RAG	Notes
Success measure: c) A SuDS-streetworks market is launched as more efficiently and with better value for mo		_	scale,	G N/A	The work programme is on track to generate initial market rounds in the coming years, with a full launch expected for a later stage.
Project milestones					
a) Tranche 2 lane rental schemes - April 2026; remaining schemes – April 2027	-	- Q1 27-28	Q1 27-28	G _{N/A}	Eight boroughs are planning to submit LR applications in Trache 2. A further eight boroughs are gearing up to submit LR applications in Tranche 3.
b) Scaling the dig-once approach – ongoing	-	- Q4 27-28	Q4 27-28	G (N/A)	GLA oversight and governance of the 'Collaboration Incentive' is in place for the GD2, ED2 and AMP Eight periods. Further work is underway to launch the Dig-Once Strategy.

Project	Target	YTD	Baseline	Forecast	RAG	Notes	
c) SuDS-Streetworks market structure established – by June 2026; procurement underway – by November 2026; SuDS- Streetworks market launched – by December 2027	-	-	Q4 27-28	Q4 27-28	G N/A	Work is underway to finalise the 'SuDS through Streetworks Market' concept, planning out a next phase of funding together with a 4-year work programme.	
4.1 Fixing London's data plumbing	4.1 Fixing London's data plumbing						
Success measure: a) The Data for London (DfL) Library and future phases of the platform are released, operational and trusted, with relevant datasets in the registry and regularly used by data analysts and innovators across London				G N/A	Development sprints are ongoing and global requirements (such as account creation and login) are nearing completion. Additional DfL Library harvesters are being identified and built into sprint planning to ensure relevant datasets are continuously added.		
Project milestones							
a) Full public announcement on DfL release – July 2025	-	-	Q2 25-26	Q2 25-26	CG N/A	Data for London Library was successfully launched on 7 July 2025. We are seeing consistently around ten users per day and continue a programme of public engagement to drive up further numbers.	
b) First functional platform prototype for next phase of work – September 2025	-	-	Q2 25-26	Q1 26-27	A N/A	Development sprints are ongoing and global requirements (such as account creation and login) are nearing completion. Forecast explanation: Project delays due to delays in internal processes.	
c) Supported first data sharing project – early 2026	-	-	Q4 25-26	Q4 25-26	G N/A	Information governance officer funding agreed (from ULI delivery plan and Get Britain Working (GBW) Trailblazers), grant agreement yet to be signed by Assistant Director Connectivity, Air Quality, Transport and Infrastructure (CAQTI) to allow for London Office of Technology and Innovation (LOTI) recruitment. Somewhat delayed as the grant agreement is yet to be signed, although budget is now committed.	
4.2 Building and supporting digital and data services							
Success measure: a) Key data services have been established, improved and are being applied in real- world contexts to support Mayoral objectives and meet the needs of stakeholders					A N/A	Information governance officer funding agreed (from ULI delivery plan and GBW Trailblazers), grant agreement yet to be signed by AD CAQTI to allow for LOTI recruitment.	

Project	Target	YTD	Baseline	Forecast	RAG	Notes
Project milestones						
a) Data services have been developed and maintained to support the objectives of this infrastructure delivery plan, such as Infrastructure Mapping Application Toolbox, LAEP DataHub and Integrates Water Management Strategies (IWMS) digital tools – Ongoing	-	-	Q4 27-28	Q4 27-28	G N/A	Supplier appointed July 2025 to support on ongoing technical development of Infrastructure Mapping Application (IMA) Toolbox. Request for quotation (RfQ) launched for LAEP DataHub development on 29 September 2025 following thorough pre-market engagement. On track to launch spec for IWMS digital tool in Q3. Paperwork for funding agreement taking longer than expected.
b) Mayoral priority programmes have been supported to develop and maintain data services through cross-cutting DfL support, such as Rough Sleeping Phase 2 – Ongoing		-	Q4 27-28	Q4 27-28	G N/A	Data business partner has been onboarded to identify priorities and scope support packages that can be put in place.
c) Londoners and key stakeholders have been engaged on data practices, building trust and standards across the sector, using key forums such as London Data Week (LDW) – Ongoing	-	-	Q4 27-28	Q4 27-28	G N/A	LDW25 successfully delivered: 50+ events by 60+ organisations over 30+ locations. LDW26 yet to commence.

8B. Q2 FINANCIAL SUMMARY UPGRADING LONDON'S INFRASTRUCTURE

REV: The current in-year underspend of £0.7 million in is due to a timing difference, as income was received earlier than expected. This includes £0.5 million of income from boroughs for the Infrastructure Coordination Service in relation to the set profile, and £0.2 million of expenditure for the Solar and Comm grant.



8C. Q2 RISKS AND ISSUES UPGRADING LONDON'S INFRASTRUCTURE

	Top 3 risks	Risk score	Trend	Notes
1	Pave the way for investment in digital connectivity through market and borough engagement - Boldyn Networks are unable to complete delivery of upgrades to the London Underground by the end of 2026	4	→←	Programme delivery could be extended beyond current timeline as a consequence. TfL have put in place many measures to support Boldyn's delivery based on recommendations in an independent report. TfL and GLA are working closely with Boldyn to deliver the programme on time with regular meetings in place between the Mayor's Office, TfL Commissioner, and the CEO of Boldlyn
2	Reduce disruption by expanding the Lane Rental Scheme, deploying the 'dig once' approach and developing a new delivery framework to scale SuDS installation through streetworks - Some boroughs may not apply for lane rental schemes or take a long time to do so	4	•	This could lead to slower roll out of lane rental schemes across London. TfL is engaging with boroughs to reduce the risk

	Top issues	Issue impact	Trend	Notes
1	Pave the way for investment in digital connectivity through market and borough engagement - Historic delays to roll out of mobile connectivity across TfL network	High	>	TfL and GLA are working closely with Boldyn to ensure deadlines are met. A recent independent review has provided recommendations which have been agreed and implemented to ensure timelines are being met
2	Pave the way for investment in digital connectivity through market and borough engagement - Investment in fibre has witnessed a slowdown with operators focussing on securing customers onto their networks driven by economic challenges and low take up of fibre service	Medium	→ ←	The Connected London programme with support of sub regional partners are reducing challenges to investment by providing industry and local authorities with best practise and guidance to address underserved areas

MAYOR OF LONDON



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