

Greater London Authority

Consolidated Budget Proposals 2026-27

Consultation Document

December 2025

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**Greater London Authority
December 2025**

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The Mayor's Foreword

This document is the GLA Group consultation budget, which we are having to publish before the government has announced the provisional police, fire and local government settlements. This means I cannot set out my proposals on key issues, including the level of council tax, as I do not have the information needed to decide at this stage of the process.

Once we have access to all the necessary information from the government, I will announce my intentions on council tax and other major decisions. This will be in January 2026.

As Mayor, I've more than doubled investment in policing from City Hall and I'll continue to step in with funding as much as possible, but the majority of the Met's funding still comes from central government. That's why – after 14 years of significant national cuts by the previous government and the additional pressures of policing the capital – the Met has been left in a difficult financial position.

At the time of publication, I'm continuing to work closely with the government and the Met Police Commissioner on the additional funding the Met needs to ensure we can continue building a safer London for everyone.

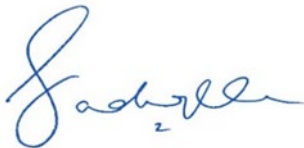
As well as being tough on crime, I'm focused on being tough on the complex causes of crime. Since 2016, we have funded hundreds of thousands of positive opportunities to help to divert vulnerable young Londoners away from crime – including through London's Violence Reduction Unit. The GLA Group budget will continue to fund crucial crime prevention measures.

Regarding Transport for London, we are focused on increasing and improving services across our city to make London's transport network better, greener, more accessible and as affordable as possible. Earlier this year, we secured a multi-year capital funding settlement from the government for 2026-27 to 2029-30. We have also managed to secure backing for the extension of the DLR to Thamesmead. I'll continue to work with the government on the support and funding we need to improve transport services for Londoners and boost housebuilding and economic growth.

As well as investing in our vital public services, my budget will always be about targeting resources where they can make the biggest difference to Londoners. This includes: supporting Londoners with the cost of living, like delivering free school meals to all state primary schools; building more council homes and the homes Londoners can afford to buy and rent; tackling street homelessness; continuing to offer free training to anyone who is unemployed or in low-paid work; supporting businesses to create jobs and growth; transforming Oxford Street; and investing in initiatives to help tackle air pollution and the climate crisis.

The functional bodies have made their budget submissions and, as usual, I'm using this consultation process to ask Londoners for their views on these submissions. I welcome Londoners' views and feedback, which will be considered in the New Year, alongside the outcome of the government's wide-ranging local government funding review and changes to the business rates system, which will be set out in their provisional settlements and could have a significant impact on our budget.

I'll never forget that London gave me the opportunities to go from the council estate where I grew up to being Mayor of the greatest city on earth. The common thread that continues to run through everything I do as Mayor is the desire to ensure that all Londoners – irrespective of race, gender, religion, sexual orientation, disability or background – can get the same shot at reaching their full potential that London gave me and my family. I'll continue to use my annual budget – and all the levers at my disposal – to provide the helping hand Londoners need as we build a fairer, safer and greener London for everyone.

A handwritten signature in blue ink, appearing to read 'Sadiq Khan', with a small '2' written below the 'h'.

Sir Sadiq Khan

Mayor of London

Introduction

- 1.1 The Greater London Authority (GLA) is the strategic authority for London and supports the Mayor and the London Assembly in delivering their respective responsibilities and functions.
- 1.2 The Mayor sets the overall budget for the GLA and the five functional bodies (together known as the GLA Group). The GLA Group bodies are:
 - the GLA, which includes the London Assembly (GLA: Assembly)
 - the Mayor’s Office for Policing and Crime (MOPAC), which includes the budgets for Metropolitan Police Service (MPS or “the Met”), and the Violence Reduction Unit (VRU)
 - Transport for London (TfL)
 - the London Fire Commissioner (LFC), which includes the London Fire Brigade (LFB)
 - the London Legacy Development Corporation (LLDC)
 - the Old Oak and Park Royal Development Corporation (OPDC).
- 1.3 The purpose of this document is to consult Londoners, in particular the London Assembly, functional bodies, London Boroughs, the Common Council of the City of London and other interested parties such as the business community, on the Mayor’s proposed Budget and Draft Capital Spending Plan for 2026-27.
- 1.4 The individual budget submissions of the GLA Group bodies are being consulted on through this document and can be downloaded from the website links listed below:

GLA: Mayor and GLA: Assembly	GLA budget submission 2026-27
MOPAC:	MOPAC budget submission 2026-27
TfL:	TfL budget submission 2026-27
LFC:	LFC budget submission 2026-27
LLDC:	LLDC budget submission 2026-27
OPDC:	OPDC budget submission 2026-27
- 1.5 Following the closure of the consultation period, the Mayor’s Draft Consolidated Budget for 2026-27 (“Draft Budget”) will be presented at a public meeting of the London Assembly on 29 January.
- 1.6 Subsequently, the Mayor’s Final Draft Consolidated Budget for 2026-27 (“Final Draft Budget”) will be presented to the Assembly for approval before 28 February.
- 1.7 Once approved, the Mayor’s Final Consolidated Budget for 2026-27 (“Final Budget”) will be published in March and will be reflected in the final budgets of each member of the GLA Group.
- 1.8 The [Oxford Street Development Corporation \(OSDC\) Establishment Order](#) has been laid before Parliament and confirms that OSDC will be established on 1 January 2026. The Mayor will set out proposals for OSDC’s budget in the Draft Budget.

Structure of this consultation document

- 1.9 Revenue budget proposals for the GLA Group bodies are presented in sections 4 to 10 of this document. Revenue budgets at a subjective level and reserves are set out in Appendices A to F.
- 1.10 Section 11 sets out the proposed Capital Strategy for the GLA Group, including the draft statutory Capital Spending Plan and borrowing limits for the GLA Group bodies. The individual capital spending plans and capital financing budgets for the GLA Group bodies are set out in Appendices A to F.
- 1.11 Section 12 sets out the London Climate Budget for the GLA Group.
- 1.12 Appendix G provides a summary of the GLA Group's savings and collaboration strategy.
- 1.13 Appendix H sets the assumptions used in this Consultation Budget for the GLA's retained business rates income, business rates supplement and council tax precept. The term 'business rates' is used in this document to refer to national non-domestic rates (NNDR) as defined in legislation.
- 1.14 Figures in the tables throughout this document may not sum exactly due to rounding.

Consultation process

- 1.15 Reflecting the Mayor's commitment to transparency and engagement, the Mayor is engaging Londoners in the budget consultation process through [TALK London](#), City Hall's online community, alongside the formal statutory consultation process.
- 1.16 Londoners will be able to read this consultation document, asked to complete a survey and be invited to comment on funding London's priorities within a discussion thread. The results of this engagement will be considered as part of the process of preparing the Draft Budget.
- 1.17 Comments on the proposals contained in this document should be submitted by email or post no later than 5pm on Sunday 4 January 2026 to:

Elliott Ball
Director – Group Finance and Performance
Greater London Authority
City Hall
Kamal Chunchie Way
London
E16 1ZE

e-mail: budgetconsultation@london.gov.uk

Executive Summary

- 2.1 The Mayor's key objective in this Consultation Budget is to focus on creating a fairer, safer and greener London for everyone.
- 2.2 To realise the Mayor's vision for London, this Consultation Budget focuses expenditure on the following major areas:
- making London safer by being both tough on crime and tough on the causes of crime
 - building more council homes and genuinely affordable homes to buy and rent
 - reducing street homelessness
 - making transport better, greener, more accessible and as affordable as possible
 - tackling the climate crisis and cleaning up London's air and rivers
 - boosting economic growth – supporting business, helping to create jobs, increasing skills provision and attracting trade and investment from around the world
 - supporting Londoners with the cost of living, including providing free school meals to all state primary school children.
- 2.3 This Consultation Budget includes London's Climate Budget which sets out how the GLA Group's spending is linked to the Mayor's commitment to make London net zero by 2030. While the GLA Group's contribution to this is detailed in section 12 of this Consultation Budget, the Mayor is unable to realise this commitment alone as it requires investment and co-ordinated action from a range of actors, including government, businesses and London boroughs.
- 2.4 The key objectives and deliverables for the GLA Group bodies are set out in sections 4 to 10 with further details provided in the individual budget submissions.

Key challenges and risks

- 2.5 The GLA Group bodies each have a statutory responsibility to present a balanced budget; this Consultation Budget sets out the proposals to meet this requirement.
- 2.6 The GLA Group has faced significant financial pressures in recent years; the desire to do more to support the delivery of public services and improve Londoners' lives is set against a backdrop of prolonged government spending constraints, national funding reforms and external economic shocks. The most significant financial challenges faced by the GLA Group include:
- a higher degree of uncertainty at this stage of the budget cycle than in previous years. This situation is shaped by a combination of national funding reforms and structural changes. These include the government's Fair Funding Review and associated proposed business rates reforms; the ending of UK Shared Prosperity Fund allocations; and the final details of the GLA's Integrated Settlement from 2026-27
 - national funding for policing is challenging and has not kept pace with increased demand for policing and with inflation since 2010. This is further exacerbated by the continued underfunding in the National and International City grant

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- TfL's exposure to above-target inflationary cost pressures, including through its supply-chain, the cost increases arising from its bus re-tendering programme, and the impact of higher energy and utilities costs
 - while the government has confirmed a capital settlement for TfL until 2029-30, the affordability of TfL's Capital Strategy over 20 years is dependent on obtaining significant additional funding which cannot be considered certain at this time. The nature of these large projects is such that they require a certainty of funding over several years before they begin
 - pressures on LFC as a result of a range of issues including the built environment; the evolving role of Fire & Rescue Services (FRS) in protecting communities; responding to an increasing number of extreme weather events; inflationary pressures; emerging technology risks including lithium batteries; challenges around cyber resilience; and the need for increased but unfunded capital investment in ageing estates
 - challenges in the housing construction market following regulatory changes, material increases in construction and financing costs, and stalling demand from developers due to viability concerns.

Investments

2.7 Despite these pressures, the Mayor will continue to invest across the GLA Group for the benefit of all Londoners, including:

- continuing to provide [Universal Free School Meals](#) for all primary school children in London's state-funded schools; introducing a pilot strategic licensing scheme; actions for the night-time economy following the [London Nightlife Taskforce](#) review; securing growth and accelerating new housing delivery through delivering the new [London Plan](#) and Social and Affordable Homes Programme
- protecting Londoners by funding as many police officers as possible; continuing reform of the MPS through the second phase of the New Met for London plan; and continued investment in the Violence Reduction Unit (VRU)
- fleet improvements on the Piccadilly, Central and Bakerloo lines, on the DLR and Trams; signalling upgrades on four key Underground lines; continuing to expand the Superloop network; making the transport network safer and more accessible by modernising CCTV systems and safety cameras
- maintaining LFB's operational capabilities and response times; delivery of a Modern Firefighting Training Strategy across LFB; and investing in LFB's estate, including a new Headquarters and refurbishment of Lambeth fire station, the final phase of LFB's Privacy for All programme, electrical vehicle charging infrastructure, and decarbonisation works
- ongoing support for the delivery of homes at Stratford Waterfront, Bridgewater Triangle, and Pudding Mill Lane residential sites, and implementing LLDC's new Framework for Inclusive Growth
- progress towards the comprehensive regeneration of Old Oak and the provision of a distinct, low carbon heat network.

Funding changes since the Mayor's Budget Guidance 2026-27

- 2.8 The Mayor proposed funding amounts for the GLA Group bodies via their control totals in his [Budget Guidance for 2026-27](#) ("Budget Guidance"), published on 9 July 2025. The control totals for GLA Group bodies allocated by the Mayor are unchanged from the Budget Guidance.
- 2.9 On 20 November 2025, the Ministry of Housing, Communities and Local Government (MHCLG) published its [Local Government Finance Policy Statement 2026-27 to 2028-29](#) ("LGFP Statement"). The LGFP Statement sets out the government's plans for reforming the local government finance, including implementation measures for resetting the business rates retention system, simplified funding streams and wider reforms to local government funding.
- 2.10 The LGFP Statement confirms that 'unique funding arrangements' exist for the GLA but does not provide details on what those arrangements will be from 2026-27. Further details will be set out in the provisional Local Government Finance Settlement (LGFS) and provisional Police Funding Settlement ("Police Settlement"), which are due to be published for consultation in December.
- 2.11 As the LGFP Statement was published close to the GLA Group's budget submission deadline on 21 November, this Consultation Budget is based on the assumptions contained in the Budget Guidance only. Any changes to assumptions resulting from the measures contained in the LGFP Statement, the provisional LGFS and Police Settlement, and the Mayor's proposals for his council tax precept, will be set out in the Draft Budget.
- 2.12 The government's [Budget 2025](#), presented on 26 November 2025, announced a number of measures that will impact on funding for the GLA Group. Due to the timing of the announcement, changes resulting from the announcements are not included in this Consultation Budget. The measures include:
- a new Mayoral power to create visitor levies on overnight stays from 2028. The government [consultation on the design of the levy](#) closes on 18 February 2026
 - confirmation of the GLA's [Integrated Settlement](#) for 2026-27 to 2028-29 for revenue spending and 2026-27 to 2029-30 for capital investment. Some funds remain to be confirmed, likely in the provisional LGFS
 - confirmation of the business rates multipliers for 2026-27, including new lower retail, hospitality and leisure (RHL) multipliers and a new high-value multiplier. The [Budget 2025 Business Rates package](#) also included details of reliefs available for businesses, including a new three year Transitional Relief scheme
 - extension of the enhanced Business Rates Retention arrangements for the GLA for three years until 2028-29
 - a one-year freeze of regulated rail fares in England. The Mayor's decision on fares set by him will be made in due course
 - long-term government support to enable the delivery of the DLR extension to Thamesmead, along with work on innovative funding mechanisms to support the delivery of additional transport infrastructure in the capital.

Finance Overview

Overall gross revenue and capital expenditure of the GLA Group

- 3.1 The table below summarises the total planned revenue and capital expenditure of the GLA Group for 2026-27, calculated on a statutory basis in accordance with the requirements of the [GLA Act 1999](#). These statutory calculations form the basis of the amounts reported in the Draft Budget and Final Draft Budgets which the Assembly has the power to amend.
- 3.2 The statutory calculations include certain expenditures which result in equivalent spending being reported twice across the GLA Group – both by the funding body (generally the GLA from Group Items), and the receiving body. Consequently, the statutory calculations overstate the true group-wide gross expenditure over which the Mayor has control. The table also reflects the adjusted figures after excluding these intra-group transfers from the receiving organisation's budget.
- 3.3 Adjusted gross revenue expenditure is budgeted to increase by £0.67 billion from 2025-26 to a total of £17.08 billion in 2026-27. This balances with the control totals set out in the Budget Guidance and includes identified savings and efficiencies of £263 million. There are further savings to be identified of £55 million.
- 3.4 Adjusted gross capital expenditure is budgeted to increase by £0.71 billion from 2025-26 to a total of £5.35 billion in 2026-27.

Statutory gross expenditure adjusted for intra group transfers	Forecast Gross Outturn 2025-26 £m	Intra group transfers 2025-26 £m	Adjusted Forecast Gross Outturn 2025-26 £m	Gross Budget 2026-27 £m	Intra group transfers 2026-27 £m	Adjusted Gross Budget 2026-27 £m	Adjusted Gross Budget Change £m	Adjusted Gross Budget Change %
<i>Revenue:</i>								
GLA: Mayor	924.6	0.0	924.6	907.0	0.0	907.0	(17.6)	(2%)
GLA: Mayor Group items	1,435.2	(117.9)	1,317.3	1,476.1	(109.5)	1,366.6	49.3	4%
GLA: Assembly	10.0	0.0	10.0	10.1	0.0	10.1	0.1	1%
MOPAC	5,168.4	0.0	5,168.4	5,311.0	(4.5)	5,306.5	138.1	3%
TfL	9,077.3	(814.6)	8,262.7	9,524.3	(774.7)	8,749.5	486.8	6%
LFC	655.0	0.0	655.0	663.9	0.0	663.9	8.8	1%
LLDC	52.3	0.0	52.3	50.2	0.0	50.2	(2.1)	(4%)
OPDC	23.9	0.0	23.9	28.1	0.0	28.1	4.2	18%
Total revenue	17,346.7	(932.4)	16,414.3	17,970.6	(888.7)	17,081.9	667.6	4%
<i>Capital:</i>								
GLA: Mayor	2,151.4	(137.4)	2,014.0	2,772.3	(70.3)	2,702.0	688.0	34%
MOPAC	339.2	0.0	339.2	401.6	0.0	401.6	62.4	18%
TfL	2,002.7	0.0	2,002.7	2,056.9	0.0	2,056.9	54.2	3%
LFC	46.6	0.0	46.6	73.4	0.0	73.4	26.8	58%
LLDC	129.4	0.0	129.4	44.6	0.0	44.6	(84.9)	(66%)
OPDC	112.4	0.0	112.4	73.0	0.0	73.0	(39.4)	(35%)
Total capital	4,781.7	(137.4)	4,644.4	5,421.8	(70.3)	5,351.5	707.1	15%
Grand total	22,128.5	(1,069.8)	21,058.7	23,392.4	(959.0)	22,433.3	1,374.7	7%

3.5 The adjustments for intra-group transfers reflect:

Revenue

- **GLA: Mayor Group items:** reserve drawdowns to fund expenditure in GLA: Mayor, and transfers from Group reserves held for the Mayoral Development Corporations and reported as expenditure items within LLDC and OPDC
- **MOPAC:** revenue funding used to support capital investment in 2026-27.
- **TfL:** revenue funding used to support capital investment in 2026-27. This amount is reflected in both TfL's revenue and capital spending plan tables as the funding is transferred from its revenue account and applied to capital expenditure.

Capital

- **GLA: Mayor:** capital contributions that are shown in the GLA: Mayor capital spending plan as well as within the functional bodies' capital spending plans. This includes LLDC's capital plan for East Bank and other projects; financing of the heat network capital project reported in OPDC's plans; and a contribution towards the Elephant and Castle redevelopment project that is also reflected in TfL's capital spending plan.

3.6 The adjusted gross expenditure after removing these intra-group transfers shows total expenditure in 2026-27 increasing by £1.37 billion from the 2025-26 forecast outturn to a total of £22.43 billion in 2026-27. The key movements are explained in the individual GLA Group budget submissions.

Summary of 2026-27 spending plans and council tax requirement calculation

3.7 A summary of the GLA Group's budget on a subjective analysis, including details of the indicative component council tax requirements for the GLA Group, is presented in the table below.

3.8 The council tax requirements shown in this Consultation Budget are indicative figures for planning purposes, based on the assumptions detailed in Appendix H. The Mayor will present his proposals for the police and non-police council tax precepts following his assessment of the measures contained in the provisional LGFS and Police Settlement. The Mayor's council tax proposals will, therefore, be reflected in his Draft Budget in January.

3.9 For further details of the GLA Group bodies' budgets and changes in their indicative council tax requirements on a subjective analysis, please refer to appendices A to F.

Planned 2026-27 budget	GLA: Mayor	GLA: Assembly	TfL	LFC	LLDC	OPDC	Total (excl. MOPAC)	MOPAC	Total GLA Group
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Staff costs	128.3	8.4	2,080.2	518.8	7.9	8.7	2,752.3	4,059.6	6,811.9
Premises costs	17.1	0.0	272.1	55.8	0.7	0.4	346.1	200.2	546.4
Transport costs	0.0	0.0	476.1	20.9	0.0	0.0	497.0	69.0	566.0
Supplies and services	2,094.0	1.7	2,310.9	43.2	25.7	10.3	4,485.8	670.4	5,156.2
Third party payments	0.0	0.0	3,832.1	1.8	0.0	0.0	3,833.9	93.3	3,927.2
Capital financing costs	143.6	0.0	552.8	23.4	15.9	8.7	744.4	218.6	963.0
Total gross expenditure	2,383.0	10.1	9,524.3	663.9	50.2	28.1	12,659.6	5,311.0	17,970.6
Sales, fees and charges	(398.5)	0.0	(7,840.8)	(57.8)	(21.8)	(8.4)	(8,327.3)	(333.0)	(8,660.3)
Specific government grants	(471.7)	0.0	0.0	(30.2)	(0.2)	0.0	(502.1)	(898.0)	(1,400.1)
Interest receivable	(92.2)	0.0	(52.8)	(1.5)	0.0	0.0	(146.5)	(10.3)	(156.7)
Total gross income	(962.4)	0.0	(7,893.6)	(89.5)	(22.0)	(8.4)	(8,975.9)	(1,241.2)	(10,217.1)
Net expenditure	1,420.6	10.1	1,630.7	574.4	28.2	19.7	3,683.7	4,069.8	7,753.5
Savings to be identified	(19.2)	0.0	0.0	(12.2)	0.0	(3.4)	(34.8)	(20.0)	(54.8)
Revenue resources used to support capital investment	0.0	0.0	774.7	0.0	0.0	0.0	774.7	0.0	774.7
Transfer to/(from) reserves	(152.0)	(0.3)	95.0	2.5	(0.8)	0.0	(55.6)	(60.2)	(115.8)
Financing requirement	1,249.4	9.8	2,500.4	564.7	27.4	16.3	4,368.0	3,989.6	8,357.6
Unringfenced government grants	0.0	0.0	12.9	4.4	0.0	0.1	17.4	2,785.5	2,802.8
GLA funding from group reserves	63.5	0.0	17.4	3.0	15.9	8.7	108.5	0.0	108.5
Business rates	1,115.4	7.0	2,218.2	306.1	11.5	7.5	3,665.7	133.3	3,799.0
Council tax requirement	70.5	2.8	251.9	251.1	0.0	0.0	576.3	1,070.9	1,647.2
Band D amount (£)	£21.57	£0.87	£77.09	£76.85	£0.00	£0.00	£176.38	£328.70	£505.08

Note: GLA: Mayor includes GLA Group items

Business rates

- 3.10 The gross business rates income assumed in this budget is £3.80 billion, inclusive of the estimated £0.90 billion combined tariff and levy on business rates growth payable to the government to fund local services elsewhere in England. Excluding the tariff and levy, the combined retained business rates funding allocated in this budget is £2.90 billion for 2026-27.

Council tax

- 3.11 The budgeted total council tax requirement for 2026-27 is £1.65 billion.
- 3.12 In the LGFP Statement, the referendum threshold was set at 3.0 per cent for local authorities which do not have social care responsibilities. It is understood this will also apply to the GLA in respect of its precept for non-police services. The LGFP Statement did not confirm the referendum principle for policing bodies, which will be announced in the provisional Police Settlement in December.
- 3.13 The Mayor's proposed precepts will be set out in the Draft Budget once he has had an opportunity to consider the implications of the provisional LGFS and Police Settlement.

GLA Group reserves

- 3.14 The GLA Group holds reserves at a prudent level to manage financial risks and support future service delivery. The forecast reserves balances to March 2029 are shown in the following table:

Total reserves at end of financial year	Forecast 2025-26 £m	Transfers in year £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m
Earmarked reserves:					
GLA	513.8	(20.3)	493.5	478.3	463.0
GLA Group	448.9	(140.0)	309.0	239.0	200.8
MOPAC	149.2	(60.2)	89.1	68.4	51.5
TfL	163.0	(57.0)	106.0	60.1	51.1
LFC	13.9	0.0	13.9	13.9	13.9
Earmarked reserves	1,288.9	(277.5)	1,011.4	859.7	780.2
General reserves:					
GLA	10.0	0.0	10.0	10.0	10.0
MOPAC	76.6	(0.0)	76.6	76.6	76.6
TfL	279.9	152.0	431.9	450.0	500.0
LFC	14.9	2.5	17.4	20.4	26.8
General reserves	381.4	154.5	535.9	557.0	613.4
Total	1,670.3	(123.0)	1,547.4	1,416.7	1,393.7

- 3.15 The table includes both revenue and capital reserves. GLA figures include the Assembly reserve. GLA Group figures include reserves held on behalf of LLDC and OPDC within the Mayoral Development Corporation (MDC) reserves.

GLA Group Capital Strategy

- 3.16 In accordance with the requirements of the relevant guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA), an updated Capital Strategy setting out capital expenditure and funding plans for the long-term is produced, alongside a detailed short-term forecast. The GLA Group's Draft Capital Strategy, which brings together information from the GLA Group bodies' Draft Capital Strategies, is set out in section 11 of this document and includes the GLA Group's draft statutory Capital Spending Plan, as required under [section 123 of the GLA Act 1999](#).
- 3.17 The table below summarises the Mayor's Draft Capital Spending Plan to 2029-30, totalling £22.85 billion. The figures include the capital costs of the climate budget measures deemed to be 'funded' within the GLA Group bodies' capital plans, as set out in section 12.

Summary of the draft capital spending plan 2025-26 to 2029-30	Forecast Outturn 2025-26 £m	Plan 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m	Plan 2029-30 £m	5-year Total £m
GLA	2,151.4	2,772.3	1,738.4	1,480.7	1,859.6	10,002.4
MOPAC	339.2	401.6	257.2	192.8	219.8	1,410.6
TfL	2,002.7	2,056.9	2,198.7	2,197.0	2,203.2	10,658.5
LFC	46.6	73.4	69.2	40.5	21.5	251.2
LLDC	129.4	44.6	44.3	19.8	19.3	257.4
OPDC	112.4	73.0	6.8	0.0	75.9	268.1
Total capital expenditure	4,781.7	5,421.8	4,314.5	3,930.8	4,399.4	22,848.2

Equalities impact

- 3.18 Promoting equality, diversity, inclusion, social mobility and social integration are high priorities for the Mayor. The Mayor published his [equality objectives](#) in 2022; progress against these objectives is published in the [Mayor's Annual Equality Report](#).
- 3.19 The GLA Group bodies must comply with [section 149 of the Equality Act 2010](#). Compliance with the duty is iterative and ongoing. It includes carrying out a process to identify and actively consider potential detrimental impacts (if any) that may arise for individual protected groups, and what mitigations (if any) could be implemented to address them at a level proportionate to the decision being taken.
- 3.20 The GLA Group bodies undertake this duty at a budget level and in the implementation of their individual policies, programmes and projects. An interim assessment of the equality implications of each GLA Group body's budget is set out in each of their budget submissions.
- 3.21 The GLA Group bodies have complied with their statutory obligations under section 149 of the Equality Act 2010.

Greater London Authority: Mayor of London

- 4.1 The Greater London Authority (GLA) is the strategic authority for London with a specific role to design a better future for the capital city. The Mayor of London sets a city-wide vision of improvement and, via the GLA, develops strategies, policies and investment programmes to realise this vision.
- 4.2 The GLA: Mayor's budget includes expenditure incurred on accommodation in relation to the Assembly's business, and goods and services provided or procured for the Authority in general.

Key deliverables

- 4.3 The GLA has established refreshed delivery and governance arrangements in 2025, with a defined set of London-level, long-term outcomes which reflect Londoners' aspirations.
- 4.4 As part of these arrangements, the GLA has developed a portfolio of 14 GLA-led strategic programmes. Each programme is established based on a mandate, through which the Mayor issued directions on its desired objectives and outcomes. Delivery plans with clear measurable goals are being finalised for all 14 programmes. Ten plans have been published via Mayoral Decisions, and these can be downloaded at the links below.
- 4.5 The programmes and their associated mandates and delivery plans are:

Housing

- [Building more homes](#)
- [Making best use of land](#)
- [Improving London's housing stock](#)

Social justice

- Reducing inequalities
- [Accommodation and wider support for those who need it most](#)

Environment

- Reducing non-residential emissions
- [Delivering a greener, more climate-resilient London](#)

Health

- [Cleaning London's air](#)

Skills

- [Supporting Londoners to benefit from growth](#)

Children and young people

- [Supporting and inspiring young London](#)

Economy

- Boosting London's growth sectors
- Helping local economies to thrive
- [Upgrading London's infrastructure](#)

Global city and culture

- [Supporting community, cultural and sporting events in London](#)

Revenue expenditure and council tax requirement

- 4.6 The Band D element of the council tax precept relating to GLA: Mayor is unchanged from that in 2025-26. The statutory council tax requirement for GLA: Mayor is £70.5 million.
- 4.7 Net service expenditure is budgeted to increase by £33.1 million from 2025-26 to a total of £414.5 million in 2026-27. A detailed explanation of the material changes is provided in the [GLA budget submission](#).
- 4.8 The following table sets out the GLA: Mayor's budget on an objective basis.

Objective analysis: GLA: Mayor	Revised budget 2025-26 £m	Forecast outturn 2025-26 £m	Budget 2026-27 £m	Change (Revised budget to Budget) £m	Plan 2027-28 £m	Plan 2028-29 £m
Building more homes	5.0	5.4	6.7	1.7	5.7	5.5
Making best use of land	4.1	4.1	3.7	(0.4)	3.7	3.0
Improving London's housing stock	3.5	3.5	2.9	(0.6)	2.9	2.9
Reducing inequalities	12.7	12.7	13.1	0.4	11.6	10.6
Accommodation and wider support for those who need it most	16.3	16.9	19.6	3.3	18.5	14.9
Reducing non-residential emissions	15.2	15.2	7.7	(7.5)	7.7	7.8
Delivering a greener, more climate- resilient London	7.2	6.7	10.3	3.1	8.6	8.6
Cleaning London's air	1.7	1.7	1.8	0.1	1.8	1.8
Supporting Londoners to benefit from growth	8.2	8.2	8.2	0.0	8.1	8.1
Supporting and inspiring young London	157.1	151.7	159.6	2.5	161.9	161.7
Boosting London's growth sectors	22.4	22.4	28.0	5.6	31.8	34.9
Helping local economies to thrive	5.5	5.5	3.4	(2.1)	3.4	3.4
Upgrading London's infrastructure	3.5	3.5	3.7	0.2	3.7	3.5
Supporting community, cultural and sporting events in London	20.1	20.1	21.8	1.6	22.2	21.6
Core	89.6	82.1	114.8	25.2	117.0	118.0
Transport	1.2	1.2	1.2	0.0	1.2	1.2
Group Collaboration	8.1	8.0	8.0	(0.1)	8.0	8.0
Net service expenditure	381.4	368.9	414.5	33.1	417.7	415.5
Capital Financing costs	3.4	4.6	7.3	3.9	7.9	7.9
Interest receivable	(83.9)	(83.9)	(85.4)	(1.5)	(78.4)	(76.5)
Net expenditure	300.9	289.6	336.4	35.5	347.2	347.0
Savings yet to be identified	0.0	0.0	(19.2)	(19.2)	(25.9)	(19.3)
Transfer to/(from) reserves	(0.3)	14.3	(12.0)	(11.8)	(10.8)	(12.0)
Financing requirement	300.6	303.9	305.2	4.5	310.4	315.7
Unringfenced government grants	0.0	2.0	0.0	0.0	0.0	0.0
GLA funding from group reserves	60.5	52.5	63.5	3.0	66.5	69.5
Retained business rates	171.1	169.7	171.2	0.1	172.8	174.4
Collection fund surplus	0.0	10.0	0.0	0.0	0.0	0.0
Council tax requirement	69.0	69.7	70.5	1.5	71.1	71.8

GLA Group items

4.9 The budget for GLA Group items is controlled by the Mayor. These are managed through resources held within the GLA: Mayor budget but are distinct from the service-related items that are set out in the objective and subjective tables.

4.10 The following table sets out the budget for GLA Group items.

Objective analysis: GLA Group Items	Revised budget 2025-26 £m	Forecast outturn 2025-26 £m	Budget 2026-27 £m	Change (Revised budget to Budget) £m	Plan 2027-28 £m	Plan 2028-29 £m
NLE: contributions	(25.1)	(25.1)	(25.1)	0.0	(25.1)	(45.1)
NLE: interest receivable	(5.0)	(5.6)	(4.0)	1.0	(2.6)	(1.5)
NLE: financing and other costs	30.0	28.6	25.1	(4.9)	23.5	21.8
NLE: debt repayment	0.0	0.0	66.0	66.0	36.4	23.3
Crossrail: contributions	(350.0)	(379.4)	(360.0)	(10.0)	(360.0)	(360.0)
Crossrail: interest receivable	(3.5)	(4.4)	(2.7)	0.7	(0.2)	(0.9)
Crossrail: financing and other costs	123.6	119.0	111.2	(12.4)	102.0	94.4
Crossrail: debt repayment	229.9	264.8	251.5	21.6	258.2	266.4
Major projects subtotal	(0.1)	(2.1)	62.0	62.1	32.2	(1.5)
Net expenditure funded from Group:						
GLA	77.9	54.4	63.5	(14.4)	66.5	69.5
GLA Group initiatives	14.4	36.2	11.0	(3.4)	11.0	11.0
TfL	3.3	23.3	17.4	14.1	0.0	0.0
LFC	0.0	3.0	3.0	3.0	3.0	3.0
LLDC	16.3	30.6	25.6	9.3	0.5	6.1
OPDC	3.7	6.6	0.0	(3.7)	0.0	0.0
GLA Group bodies subtotal	115.5	154.0	120.5	5.0	81.0	89.6
Business rates tariff	833.2	833.2	864.8	31.7	882.1	899.8
Business rates levy	35.6	35.6	36.9	1.4	37.7	38.4
Gross expenditure	1,367.7	1,435.2	1,476.1	108.4	1,420.9	1,433.7
Gross income	(383.5)	(414.5)	(391.8)	(8.3)	(387.9)	(407.5)
Total net expenditure	984.2	1,020.7	1,084.2	100.1	1,033.0	1,026.2
Transfers to/(from) reserves:						
Business Rates reserve	(32.2)	(36.0)	(87.9)	(55.7)	(62.6)	(59.0)
Environmental Improvement reserve	0.0	(2.7)	0.0	0.0	0.0	0.0
Mayoral Development Corporation reserves	(5.1)	(8.8)	9.9	15.0	24.8	19.3
Northern Line Extension reserve	0.1	2.1	(62.0)	(62.1)	(32.2)	1.5
Strategic Investment Fund reserve	(3.4)	(24.2)	0.0	3.4	0.0	0.0
Transport reserve	0.0	(7.5)	0.0	0.0	0.0	0.0
Financing requirement	943.6	943.6	944.3	0.6	963.0	988.0
Business rates collection fund surplus	25.9	25.9	0.0	(25.9)	0.0	0.0
Council tax collection fund deficit	(2.3)	(2.3)	0.0	2.3	0.0	0.0
Retained business rates	920.0	920.0	944.3	24.3	963.0	988.0
Council tax requirement	0.0	0.0	0.0	0.0	0.0	0.0

Greater London Authority: London Assembly

- 5.1 The London Assembly holds the Mayor to account by examining his decisions and actions to ensure he delivers on his promises to Londoners. The Assembly has the power to amend the Mayor's proposed component council tax requirements for the GLA Group bodies and the resulting consolidated council tax requirement.
- 5.2 The London Assembly budget includes costs related to Assembly Members, GLA employees who support the Assembly, goods and services procured exclusively for the Assembly, and London TravelWatch. Funding for pay awards is held in the GLA: Mayor budget until pay agreements are reached, at which time funding is transferred to GLA: Assembly.

Key deliverables

- 5.3 The Assembly Secretariat supports the Assembly in:
- holding the Mayor to account
 - conducting investigations into issues of importance to Londoners
 - enabling Assembly Members to conduct their representative and constituency roles
 - raising its profile and enhancing its reputation among Londoners
 - overseeing the work of London TravelWatch, the London Transport Users' Committee.

Revenue expenditure and council tax requirement

- 5.4 The Band D element of the council tax precept relating to GLA: Assembly is unchanged from that in 2025-26. The statutory council tax requirement for GLA: Assembly is £2.8 million.
- 5.5 Net service expenditure is budgeted to increase by £0.1 million from 2025-26 to a total of £10.1 million in 2026-27. A detailed explanation of the material changes is provided in the [GLA budget submission](#).
- 5.6 The following table sets out the GLA: Assembly's budget on an objective basis.

Objective analysis: GLA: Assembly	Revised budget 2025-26 £m	Forecast outturn 2025-26 £m	Budget 2026-27 £m	Change (Revised budget to Budget) £m	Plan 2027-28 £m	Plan 2028-29 £m
Assembly Members	2.0	2.0	2.1	0.1	2.1	2.1
Members Services	2.9	2.9	2.8	(0.0)	2.8	2.9
Scrutiny	2.1	2.1	2.1	0.0	2.1	2.1
Committee Services	1.0	1.0	1.0	0.0	1.0	1.0
Assembly Communications	0.5	0.5	0.5	0.0	0.5	0.5
Director/Business Support	0.4	0.4	0.4	(0.0)	0.4	0.4
London TravelWatch	1.2	1.2	1.2	0.0	1.2	1.2
Net service expenditure	10.0	10.0	10.1	0.1	10.1	10.1
Transfer to/(from) reserves	(0.4)	(0.4)	(0.3)	0.1	(0.1)	0.1
Financing requirement	9.7	9.7	9.8	0.2	10.0	10.1
Retained business rates	6.8	6.8	7.0	0.1	7.1	7.3
Council tax requirement	2.8	2.8	2.8	0.0	2.9	2.9

Mayor's Office for Policing and Crime

- 6.1 The Mayor's Office for Policing and Crime (MOPAC) works on behalf of Londoners hold the Metropolitan Police Service (MPS or "the Met") to account, reduce crime and improve the provision of criminal justice services across the capital.
- 6.2 The Mayor's top priority is keeping Londoners safe. In March 2025, following consultation with more than 4,000 Londoners, partner organisations and community groups, the Mayor published his [Police and Crime Plan for London 2025-2029](#). The Plan sets out the Mayor's high-level priorities for policing, crime and community safety in London. This budget ensures the Police and Crime Plan for London is resourced sufficiently.

Key deliverables

- 6.3 The key priorities of the Mayor's plan are:
- **reducing violence and criminal exploitation**
this includes tackling violence against women and girls, serious organised crime, and drug-related harm
 - **building safer, more confident communities**
this involves increasing public trust in the police and improving responses to neighbourhood crimes like burglary, robbery, and anti-social behaviour
 - **supporting and overseeing reform of the MPS**
MOPAC will oversee the MPS's performance and ensure it is accountable
 - **improving the criminal justice system and supporting victims**
this aims to improve the support victims receive and ensure better outcomes from the criminal justice process.
- 6.4 Hosted by MOPAC, London's **Violence Reduction Unit (VRU)** is a team of specialists who bring people across London together to better understand why violence happens, and to take action to prevent it now and in the long-term. The approach is rooted in prevention and early intervention, and being a champion and a voice for young people and communities across London.
- 6.5 VRU investment is focused and targeted, ensuring interventions are joined up and follow the journey of a child or young person and the key relationships they hold. [Programmes](#) are set across five priority areas:
- children and young people: reducing harm
 - children and young people: positive outcomes
 - families
 - education
 - communities and place.

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- 6.6 The **Violence Against Women and Girls (VAWG)** strategy is a comprehensive plan to tackle violence against women and girls in London, with the long-term goal of eradicating it. The current strategy focuses on four key priorities: prevention, supporting victims, holding perpetrators to account, and building trust and confidence in the criminal justice system. It adopts a public health approach to prevention by addressing root causes like misogyny and harmful attitudes.
- 6.7 The Mayor's [VAWG Strategy 2022-2025](#) is being refreshed for 2025-2029 to align with the Mayor's Police and Crime Plan 2025-2029 and the Domestic Abuse Safe Accommodation (DASA) Strategy. The new strategy will maintain the focus on eradicating violence against women and girls and will involve recommissioning the VAWG Expert Reference Group to support its delivery.

New Met for London (NMfL)

- 6.8 With the first phase of the [New Met for London plan \(2023-2025\)](#) reaching the end of its initial cycle, in 2025 the MPS consulted on its draft [New Met for London Phase 2 plan \(2025-2028\)](#). The final version is due to be published later in 2025. This second phase is not a new strategy, it is a continuation of the plans set out in 2023 to maintain momentum, strengthen the MPS's grip on crime and offenders, continue to rebuild trust and confidence, and is grounded in the realities of policing London.

Revenue expenditure and council tax requirement

- 6.9 The Band D element of the council tax precept relating to MOPAC is assumed to increase by 3.0 per cent from that in 2025-26. The statutory council tax requirement for MOPAC is £1,070.9 million.
- 6.10 Net service expenditure, excluding the Home Office Police Grant, is budgeted to increase by £115.9 million from 2025-26 to a total of £3,861.5 million in 2026-27. A detailed explanation of the material changes is provided in the [MOPAC budget submission](#).
- 6.11 The following table sets out MOPAC's budget on an objective basis:

Objective analysis: Mayor's Office for Policing and Crime	Revised budget 2025-26 £m	Forecast outturn 2025-26 £m	Budget 2026-27 £m	Change (Revised budget to Budget) £m	Plan 2027-28 £m	Plan 2028-29 £m
Metropolitan Police Service						
Frontline Policing	1,829.2	1,824.0	1,827.9	(1.3)	1,827.7	1,827.7
Operations & Performance	987.5	929.1	927.8	(59.6)	926.1	925.8
Specialist Operations	(4.9)	(4.9)	(6.2)	(1.3)	(5.9)	(5.0)
People & Resources	469.7	458.0	508.8	39.0	513.7	507.4
Professionalism	118.4	132.2	137.5	19.1	137.5	137.5
Digital, Data & Technology	269.1	259.8	259.7	(9.3)	252.3	252.3
Comms & Engagement	14.6	11.6	13.9	(0.7)	13.9	13.9
Strategy & Transformation	97.2	81.6	119.2	22.0	114.8	113.9
Centrally held	(175.4)	(137.7)	(53.1)	122.2	30.2	114.8
Discretionary Pension costs	48.0	46.0	46.4	(1.6)	47.3	47.3
MPS: Net service expenditure	3,653.5	3,599.8	3,782.0	128.5	3,857.6	3,935.7
Mayor's Office for Policing and Crime						
Reducing violence & criminal exploitation	47.5	47.0	37.8	(9.7)	35.5	35.3
Building safer, more confident communities	17.8	17.6	15.3	(2.5)	14.3	14.5
Supporting & overseeing reform of the MPS	7.4	7.3	6.5	(0.9)	6.1	6.3
Improving the criminal justice system & supporting victims	19.4	18.7	19.9	0.5	18.9	19.1
MOPAC: Net service expenditure	92.0	90.7	79.5	(12.5)	74.9	75.1
Net service expenditure total	3,745.5	3,690.5	3,861.5	115.9	3,932.5	4,010.8
Capital financing costs	162.6	182.9	218.6	55.9	259.8	269.3
Interest receivable	(13.3)	(18.7)	(10.3)	3.0	(10.3)	(10.3)
Net expenditure	3,894.9	3,854.8	4,069.8	174.9	4,182.1	4,269.8
Savings to be identified	0.0	(25.5)	(20.0)	(20.0)	(52.0)	(55.1)
Transfer to/(from) reserves	(103.0)	(83.1)	(60.2)	42.9	(20.6)	(17.0)
Financing requirement	3,791.9	3,746.2	3,989.6	197.7	4,109.4	4,197.8
Unringfenced government grants	2,632.8	2,587.2	2,785.5	152.6	2,860.6	2,901.4
Retained business rates	130.7	130.7	133.3	2.6	135.9	138.7
Council tax requirement	1,028.4	1,028.4	1,070.9	42.5	1,112.9	1,157.8

Note: the 'centrally held' budget includes provision for pay inflation, and unallocated/pan-organisation savings, expenditure and income.

Transport for London

- 7.1 Transport for London (TfL) is the integrated transport authority responsible for delivering the Mayor's aims for transport. TfL runs most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the IFS Cloud Cable Car. It is also responsible for managing road and tunnel user charging schemes, maintaining London's main roads and traffic lights, regulating taxis and private hire vehicles, making London's transport more accessible and promoting active travel (walking and cycling initiatives).
- 7.2 TfL has constructed many of London's most significant infrastructure projects in recent years, using transport to unlock economic growth and improve connectivity. This includes major projects like the Elizabeth Line, the extension of the Northern line to Battersea Power Station and Nine Elms in south London, the completion of the London Overground extension to Barking Riverside, and the Bank station upgrade.
- 7.3 Through its financially independent but wholly owned property company [Places for London](#), TfL focusses on developing existing land and property assets to create sustainable, growing income streams through building greener, more connected places. The financial performance of Places for London is included in this budget.

Key deliverables

- 7.4 In the government's Spending Review in June 2025, a long-term [funding settlement](#) was confirmed to the end of 2029-30, for a total value of £2,167 million. Having secured long-term government funding to 2030, TfL can reflect this in its investment plans.
- 7.5 TfL will continue to work with the government to make the case for investment that would help to unlock housing and economic growth. In addition to the recently confirmed [extension of the DLR](#) to the Thamesmead new town area, these key schemes include the [West London Orbital project](#) and the [extension of the Bakerloo line](#).
- 7.6 TfL will work with the government to bring the Great Northern suburban rail route into the TfL network, improving customer facilities, boosting train frequencies and unlocking housing growth in Crews Hill. TfL has submitted a business case to take on the Great Northern suburban rail route, in line with the Mayor's right to request.
- 7.7 In September 2025, TfL became the highway authority for Oxford Street. Detailed proposals are being developed to support the pedestrianisation of the road between Orchard Street and Great Portland Street. Subject to the outcome of a [public consultation on proposals to transform Oxford Street](#), running between November 2025 and January 2026, TfL will work with key stakeholders to deliver the next stages of the work required to transform Oxford Street.
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7.8 The [Mayor's Transport Strategy](#) sets a target for 80 per cent of all journeys to be made by walking, cycling or using public transport by 2041. To make this a reality, TfL prioritises safety, sustainability, health and the quality of people's experience:

- **Accessibility improvements**

In 2026-27, TfL is increasing investment in [step-free schemes](#) to progress its goals of halving step-free journey time across the network, and making 50 per cent of London Underground stations fully accessible.

- **Healthy Streets**

Investment in [Healthy Streets](#) will increase in line with inflation, with an increased proportion of funding allocated to boroughs, specifically to support [Vision Zero](#) and bus priority.

- **Clean air**

TfL is committed to reducing emissions of air pollutants in London, supporting the transition to a zero-carbon city, and supporting delivery of the [London Environment Strategy](#).

- **Improving the bus experience**

A key commitment for TfL and the Mayor, two significant areas of focus are the continued building of the [Superloop](#) network, and work to having a fully electric bus fleet as soon as possible, including the associated changes to depots and other infrastructure.

Safety

7.9 The experience, reliability and accessibility of transport services are fundamental to Londoners' quality of life. Safety remains TfL's number one priority, and it continues to work tirelessly to improve safety across the network for colleagues and customers. TfL's vision is that, by 2041, no one is killed or seriously injured on London's transport systems. To support this, TfL will:

- invest to improve customer safety at the Platform-Train Interface, on stairs and escalators, and through TfL's [Bus Safety improvement plan](#)
 - continue investment in road safety aligned to TfL's new Vision Zero Action plan, which will be published later in the 2025-26 financial year
 - tackle risks its colleagues face by implementing a Colleague Safety Plan and key programmes such as the Safe Track Access programme
 - accelerate the benefits of the Bus Safety improvement plan by completing the retrofitting of Intelligent Speed Assistance and Acoustic Vehicle Alerting System technologies, and continuing the Camera Monitoring System retrofit
 - improve care for people affected by fatal and life-changing collisions on London's roads through the [Road Victim Support service](#), launched in November 2025
 - targets locations where the greatest number of people have been killed or injured while walking, cycling or riding motorcycles through its [Safer Junctions programme](#)
 - continue to support the Mayor's commitment to ensuring the streets are safe for everyone through continued implementation of the [Vision Zero](#) plan for road risk.
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Revenue expenditure and council tax requirement

7.10 The Band D element of the council tax precept relating TfL is unchanged from that in 2025-26. The statutory council tax requirement for TfL is £251.9 million.

7.11 Net operating expenditure is budgeted to decrease by £114.9 million from 2025-26 to a total of £1,130.7 million in 2026-27. A detailed explanation of the material changes is provided in the [TfL budget submission](#).

7.12 The following table sets out TfL's budget on an objective basis.

Objective analysis: Transport for London	Revised budget 2025-26 £m	Forecast outturn 2025-26 £m	Budget 2026-27 £m	Change (Revised budget to Budget) £m	Plan 2027-28 £m	Plan 2028-29 £m
<i>Income</i>						
Passenger Income	(5,609.5)	(5,485.5)	(6,006.3)	(396.8)	(6,411.4)	(6,774.3)
Other Operating Income	(1,476.5)	(1,681.0)	(1,710.4)	(233.9)	(1,617.0)	(1,603.4)
Places for London	(110.4)	(107.0)	(124.1)	(13.7)	(137.8)	(144.2)
Subtotal income	(7,196.4)	(7,273.5)	(7,840.8)	(644.4)	(8,166.2)	(8,521.9)
<i>Operating costs</i>						
London Underground	2,337.3	2,375.0	2,434.9	97.6	2,424.8	2,427.9
Buses	2,676.2	2,673.2	2,944.5	268.4	3,220.1	3,457.3
Streets and other operations	1,165.9	1,314.9	1,231.6	65.7	1,035.3	939.1
Rail	619.8	614.7	651.9	32.2	658.1	641.4
Elizabeth line	594.8	571.0	607.1	12.3	653.2	682.1
Places for London	78.0	74.6	71.3	(6.7)	65.6	64.4
Other	970.1	919.7	1,030.2	60.1	983.7	986.0
Subtotal operating costs	8,441.9	8,543.0	8,971.5	529.5	9,041.0	9,198.2
Net operating expenditure	1,245.6	1,269.5	1,130.7	(114.9)	874.8	676.3
Capital financing costs	538.3	534.2	552.8	14.4	579.0	604.9
Interest receivable	(53.7)	(59.3)	(52.8)	0.9	(53.8)	(57.1)
Net expenditure	1,730.2	1,744.5	1,630.7	(99.5)	1,400.0	1,224.2
Revenue resources used to support capital investment	816.9	814.6	774.7	(42.2)	1,136.0	1,269.1
Transfer to/(from) reserves	(67.5)	(70.2)	95.0	162.5	(27.8)	41.0
Financing requirement	2,479.6	2,488.9	2,500.4	20.9	2,508.2	2,534.2
Unringfenced government grants	21.6	30.9	12.9	(8.8)	12.9	12.9
GLA funding from Group reserves	17.0	17.0	17.4	0.5	0.0	0.0
Retained business rates	2,191.8	2,191.8	2,218.2	26.4	2,241.2	2,264.6
Council tax requirement	249.2	249.2	251.9	2.7	254.2	256.7
Operating surplus	35.2	34.1	69.5	34.3	245.4	533.5
Operating surplus (excluding Places for London)	5.1	5.0	25.9	20.8	190.0	476.9

London Fire Commissioner

- 8.1 The London Fire Commissioner (LFC) is responsible for fire and rescue services in London and supporting the London boroughs in their emergency planning role. It oversees the work of the London Fire Brigade (LFB).
- 8.2 LFC's Community Risk Management Plan (CRMP), [Your London Fire Brigade](#), is based on the recommendations from the Grenfell Tower Inquiry and focuses on improving fire and rescue services through four pillars: engaging, protecting, learning and adding value.

Key deliverables

- 8.3 In preparing the LFC budget, consideration has been given to the LFC's strategic and value for money objectives, including:
- the number of fire stations, appliances and firefighters are not reduced
 - there are no reductions in regulatory capabilities
 - delivery of the CRMP
 - an adequate training offer to keep pace with the evolving risk environment in London
 - investment continues to be made in improvement activity, including culture change
 - resources are available to meet the recommendations arising from both the Grenfell Tower and Manchester Arena Inquiries, and improvement plans from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspections
 - adequate investment in core infrastructure is maintained
 - appropriate resources are set aside to deliver key strategies and priorities
 - earmarked reserves will be maintained for specific purposes which are consistent with achieving LFC's key priorities, and will be reviewed annually
 - the General Fund balance will be maintained at a sustainable level
 - opportunities for innovative and modern ways of working will be adopted as far as possible.
- 8.4 HMICFRS undertook its latest full inspection of LFB in Summer 2024. Their [report](#), published in November 2024, stated they had found significant improvements in LFB's performance since the previous inspection in 2022. The report highlighted that LFB has improved across ten of the eleven measures used in the inspection, including moving to 'Good' for 'making best use of resources' and 'Outstanding' for 'responding to major and multi-agency incidents'.
- 8.5 The [Grenfell Tower Inquiry phase 2 report](#) recommended that LFB should establish robust systems to gather, review and implement lessons from previous incidents, inquests and investigations. LFB's response is clear that the Brigade has fully accepted this recommendation, committing to being a listening and learning organisation to ensure lessons from incidents are learned and good practice is shared across the organisation and with key agencies.
-

Revenue expenditure and council tax requirement

- 8.6 The budget assumes that a 3.0 per cent increase in the non-policing element of the Band D GLA council tax charge in 2026-27 is fully allocated to the LFC. The council tax requirement for LFC therefore increases to £251.1 million.
- 8.7 Net service expenditure is budgeted to increase by £15.6 million from 2025-26 to a total of £552.5 million in 2026-27. A detailed explanation of the material changes is provided in the [LFC budget submission](#).
- 8.8 The following table sets out LFC's budget on an objective basis.

Objective analysis: London Fire Commissioner	Revised budget 2025-26 £m	Forecast outturn 2025-26 £m	Budget 2026-27 £m	Change (Revised budget to Budget) £m	Plan 2027-28 £m	Plan 2028-29 £m
Corporate Services	83.0	86.7	86.9	3.9	95.5	94.3
Preparedness and Response	396.6	398.8	416.3	19.7	422.2	428.4
People	8.2	8.0	6.8	(1.4)	7.0	7.1
Prevention, Protection and Policy	45.6	45.3	38.9	(6.7)	39.6	40.3
Communications	3.5	3.5	3.6	0.1	3.7	3.7
Net service expenditure	536.9	541.8	552.5	15.6	568.0	573.8
Capital financing costs	17.5	17.5	23.4	5.9	30.6	38.8
External interest receipts	(1.5)	(1.5)	(1.5)	0.0	(1.5)	(1.5)
Net expenditure	552.9	557.8	574.4	21.5	597.1	611.1
Savings to be identified	0.0	0.0	(12.2)	(12.2)	(9.6)	0.0
Transfer to/(from) reserves	(16.5)	(21.5)	2.5	19.0	3.0	6.4
Financing requirement	536.4	536.3	564.7	28.3	590.5	617.5
Unringfenced government grants	4.4	4.4	4.4	(0.0)	4.4	4.4
GLA funding from Group reserves	0.0	0.0	3.0	3.0	3.0	3.0
Retained business rates	300.1	300.1	306.1	6.0	312.3	318.5
Council tax requirement	231.8	231.8	251.1	19.3	270.8	291.6

London Legacy Development Corporation

- 9.1 London Legacy Development Corporation (LLDC) is a Mayoral Development Corporation (MDC), responsible for promoting and delivering physical, social, economic and environmental regeneration in Queen Elizabeth Olympic Park ('the Park') and the surrounding area.
- 9.2 LLDC's new [Framework for Inclusive Growth](#) ("the Framework") focusses on three priorities: the ongoing modelling of the Park 'Habitat'; the scaling of LLDC's 'Inclusive Talent' programmes; and a discovery of the role the Park could and should play in supporting the 'Health and Wellbeing' of east Londoners. These priorities will build on the Park's foundation of partnership, innovation and creativity. They will deliver meaningful inclusive growth, ensuring that the benefits reach every community and drive growth across east London and beyond, while over time reducing the need for Mayoral funding.

Key deliverables

- 9.3 The key deliverables for 2026-27 include:

Habitat

- publication and delivery of a 5-year Development Strategy
- deliver the [Climate Action Strategy](#)
- continue to lobby for [Stratford Station redevelopment](#) through a new lead organisation
- successful operation of [East Bank](#), opening of Sadler's Wells Theatre and V&A East, and completion of the BBC
- commence delivery of the Waterden Green development youth play space
- delivery of connectivity projects on the Park, including [Pool Street realignment](#), [Green Spine](#) and Carpenters Road West
- successful opening and operation of Zip Line at ArcelorMittal Orbit

Inclusive talent

- working with partners to develop an expanded Creative Careers Pathway
- successful operation and scaling of the Build East construction training centre
- working with partners in delivery of an enhanced education offer through East Ed

Health and wellbeing

- explore strategic partnerships to develop programmes that promote health and wellbeing, and open up the Park to test and learn
 - manage and maintain the safety and quality of the Park and venues
 - support safe delivery of events, community sports and filming on the Park
 - delivery of community and cultural events on the Park.
-

Revenue expenditure and council tax requirement

- 9.4 LLDC is wholly funded by business rates and income generation so there is no council tax requirement for LLDC.
- 9.5 LLDC's net service expenditure is budgeted to decrease by £7.7 million from 2025-26 to a total of £12.3 million in 2026-27. A detailed explanation of the material changes is provided in the [LLDC budget submission](#).
- 9.6 The table below sets out the proposed budget for LLDC on an objective basis.

Objective analysis: London Legacy Development Corporation	Revised budget 2025-26 £m	Forecast outturn 2025-26 £m	Budget 2026-27 £m	Change (Revised budget to Budget) £m	Plan 2027-28 £m	Plan 2028-29 £m
Estates & Neighbourhoods	7.2	6.5	5.1	(2.1)	4.1	3.7
Trading	(1.9)	(1.8)	(2.3)	(0.4)	(1.8)	(1.6)
Corporate Services	8.0	8.0	7.7	(0.3)	7.8	7.9
Development	(0.7)	(0.4)	(0.8)	(0.1)	(0.8)	(0.8)
East Bank	0.0	0.0	0.0	0.0	0.0	0.0
Inclusive Growth (formerly Regen)	1.2	1.0	1.3	0.1	1.3	1.3
Contingency	6.2	3.5	1.2	(4.9)	1.2	1.4
Net service expenditure	20.0	16.8	12.3	(7.7)	11.9	12.0
Capital Financing costs	15.3	15.4	15.9	0.6	15.6	16.2
Net expenditure	35.3	32.2	28.2	(7.1)	27.5	28.2
Transfer to/(from) MDC reserve	(8.7)	(5.5)	(0.8)	7.9	(0.2)	0.0
Financing requirement	26.6	26.7	27.4	0.8	27.3	28.2
Retained business rates	11.3	11.3	11.5	0.2	11.7	12.0
GLA funding from Group reserves	15.3	15.4	15.9	0.6	15.6	16.2
Council tax requirement	0.0	0.0	0.0	0.0	0.0	0.0

Old Oak and Park Royal Development Corporation

- 10.1 Old Oak and Park Royal Development Corporation (OPDC) is a Mayoral Development Corporation (MDC), established to lead the regeneration of the 650 hectare Old Oak and Park Royal Opportunity Area, one of the largest and most strategic development sites in the UK. Acting as both a planning and delivery agency, OPDC is unlocking the area's full potential to deliver thousands of new and affordable homes, high-quality workspaces and vital infrastructure for Londoners.
- 10.2 OPDC serves as the Local Planning Authority for the area and holds statutory powers for land assembly, housing delivery and infrastructure development. These powers span across parts of three London Boroughs – Ealing, Hammersmith and Fulham, and Brent – enabling coordinated planning and delivery across this urban district.

Key deliverables

- 10.3 OPDC's [Regeneration Strategy 2025-2050](#) sets out its vision for the comprehensive regeneration of Old Oak and outlines the six priorities that underpin the actions it will take to deliver this transformation.
- 10.4 The key priorities and deliverables for 2026-27 include:

Delivery

- securing a private partner for the delivery of Old Oak, initiating design and planning work for the first phases of housing and critical early infrastructure
- progressing the Old Oak Compulsory Purchase Order
- delivering against the Land Assembly and Relocation Strategy
- developing and publishing the Old Oak Sustainability Strategy
- delivering targeted initiatives to promote inclusive growth, including tailored training and employment opportunities, and the delivery of OPDC's skills programme
- collaborating with Hemiko to deliver a sustainable Heat Network for the area.

Planning

- undertaking public engagement on a "direction of travel" draft [Local Plan](#)
 - submitting the [West London Waste Plan](#) as part of regional waste management strategy
 - securing funding for the next phase of development for the West London Orbital
 - maximising development opportunities to deliver affordable housing and employment
 - improvements to the North Acton gyratory systems for pedestrians and cyclists
 - developing an Infrastructure Strategy to guide the use of Community Infrastructure Levy and section 106 developer contributions
 - embedding a robust Code of Construction practice to guide development activities.
-

Revenue expenditure and council tax requirement

- 10.5 OPDC is wholly funded by business rates and income generation including government grants, so there is no council tax requirement for OPDC.
- 10.6 Net service expenditure is budgeted to decrease by £3.2 million from 2025-26 to a total of £11.0 million in 2026-27. A detailed explanation of the material changes is provided in the [OPDC budget submission](#).
- 10.7 The table below sets out the proposed budget for OPDC on an objective basis.

Objective analysis: Old Oak and Park Royal Development Corporation	Revised budget 2025-26	Forecast outturn 2025-26	Budget 2026-27	Change (Revised budget to Budget)	Plan 2027-28	Plan 2028-29
	£m	£m	£m	£m	£m	£m
CEO Office	1.3	1.2	1.3	0.0	1.4	1.4
Planning	1.2	1.0	1.3	0.1	1.3	1.3
Delivery	8.4	8.2	5.8	(2.6)	6.0	6.4
Corporate Operations	3.3	3.7	2.6	(0.7)	2.6	2.7
Net service expenditure	14.2	14.1	11.0	(3.2)	11.3	11.8
Capital Financing costs	4.5	4.5	8.7	4.2	10.1	10.5
Net expenditure	18.7	18.6	19.7	1.0	21.4	22.3
Savings to be identified	(0.0)	0.0	(3.4)	(3.4)	(3.6)	(4.0)
Transfer to/(from) MDC reserve	(6.7)	(6.6)	0.0	6.7	0.0	0.0
Financing Requirement	12.0	12.0	16.3	4.3	17.8	18.3
Unringfenced government grants	0.1	0.1	0.1	(0.0)	0.0	0.0
Business rates	7.4	7.4	7.5	0.1	7.7	7.8
GLA funding from Group reserves	4.5	4.5	8.7	4.2	10.1	10.5
Council tax requirement	0.0	0.0	0.0	0.0	0.0	0.0

Capital Strategy

- 11.1 The Mayor is required to prepare a capital spending plan (CSP) and a long-term capital strategy every year for each of the GLA Group bodies. The Mayor is also required to set the GLA Group's borrowing limits, which will be approved via a separate Mayoral Decision in March 2026.
- 11.2 The Mayor is required to consult on the draft CSP with the Assembly and functional bodies under [section 123 of the GLA Act 1999](#). The statutory timetable for the submission of the CSP differs from that of the revenue budget, but the same timeframe is adopted to ease consultation.
- 11.3 Proposals for the GLA and each relevant functional body are set out in Appendices A to F. The London Assembly does not undertake any capital expenditure.
- 11.4 The following table shows the statutory GLA Group Draft Capital Spending Plan 2026-27, including funding sources, in the format required under [section 122 of the GLA Act](#).

	Section	GLA	MOPAC	TfL	LFC	LLDC	OPDC
		£m	£m	£m	£m	£m	£m
	Total external capital grants	1,987.2	49.9	894.8	0.4	0.0	0.0
	Opening balance of capital receipts	814.2	0.0	0.0	0.0	0.0	0.0
	Total capital receipts during the year	0.0	10.6	102.6	0.2	44.6	0.0
A	Total capital grants/ receipts	2,801.4	60.5	997.4	0.6	44.6	0.0
	Minimum s.120(1) grant	0.0	0.0	0.0	0.0	0.0	0.0
	Total borrowings during the year	118.4	336.6	240.8	72.8	0.0	38.0
	Total credit arrangements during the year	0.0	0.0	0.0	0.0	0.0	0.0
B	Total borrowings and credit arrangements	118.4	336.6	240.8	72.8	0.0	38.0
	Total capital expenditure anticipated during the year	2,772.3	401.6	2,056.9	73.4	44.6	73.0
	Total amounts which may be treated as borrowing in the year because of section 8(2) of the Local Government Act 2003	0.0	0.0	0.0	0.0	0.0	0.0
C	Total capital spending for the year	2,772.3	401.6	2,056.9	73.4	44.6	73.0
	Funding: capital grants and contributions	2,573.8	49.9	894.8	0.2	12.9	35.0
	Funding: capital receipts	40.4	10.6	102.6	0.4	31.7	0.0
	Funding: borrowings and credit arrangements	118.4	336.6	240.8	72.8	0.0	38.0
	Funding: revenue contributions/reserves	39.7	4.5	818.7	0.0	0.0	0.0
D	Total funding	2,772.3	401.6	2,056.9	73.4	44.6	73.0

11.5 The following table summarises the GLA Group bodies' high-level capital spending needs for the subsequent fifteen years. This is compared against the likely level of capital resources available and illustrates the scale of the likely shortfall.

Capital strategy	Years 6-10 2030-31 to 2034-35 £m	Years 11-15 2035-36 to 2039-40 £m	Years 16-20 2040-41 to 2044-45 £m	Total 2030-31 to 2044-45 £m
GLA: Mayor				
Building more homes	26,350.0	21,670.0	20,500.0	68,520.0
Reducing non-residential emissions	178.0	178.0	178.0	534.0
Supporting Londoners to benefit from growth	140.0	150.0	160.0	450.0
Helping local economies to thrive	52.0	52.0	52.0	156.0
Supporting community, cultural and sporting events in London	0.4	0.4	0.4	1.1
Core	115.2	28.8	13.1	157.1
Sub-total GLA	26,835.6	22,079.2	20,903.5	69,818.2
Likely funding	6,321.2	1,579.2	403.5	8,303.8
Sub-total GLA shortfall	20,514.4	20,500.0	20,500.0	61,514.4
MOPAC				
Transformation	8.9	105.4	105.4	219.7
Maintenance	1,036.1	1,000.9	952.5	2,989.5
Sub-total MOPAC	1,045.0	1,106.3	1,057.9	3,209.1
Likely funding	298.2	304.5	299.3	902.1
Sub-total MOPAC shortfall	746.8	801.7	758.5	2,307.0
TfL				
Rolling stock and signalling	4,203.2	10,520.6	10,224.4	24,948.1
Enhancements	11,025.6	12,262.3	10,064.1	33,352.0
Places for London	1,538.0	1,618.0	1,933.5	5,089.6
Renewals	11,059.2	14,355.8	21,075.9	46,490.9
Sub-total TfL	27,826.0	38,756.7	43,297.9	109,880.6
Likely funding	12,700.0	17,500.0	23,600.0	53,800.0
Sub-total TfL shortfall	15,126.0	21,256.7	19,697.9	56,080.6
LFC				
Estate, ICT and fleet maintenance	186.2	122.4	135.6	444.2
Sub-total LFC	186.2	122.4	135.6	444.2
Likely funding	0.0	0.0	0.0	0.0
Sub-total LFC shortfall	186.2	122.4	135.6	444.2

Capital strategy	Years	Years	Years	Total
Outturn prices	6-10	11-15	16-20	Years 6-20
	2030-31 to 2034-35	2035-36 to 2039-40	2040-41 to 2044-45	2030-31 to 2044-45
LLDC				
Construction, infrastructure and lifecycle	70.6	26.5	16.4	113.5
Sub-total LLDC	70.6	26.5	16.4	113.5
Likely funding	70.6	26.5	16.4	113.5
Sub-total LLDC shortfall	0.0	0.0	0.0	0.0
OPDC				
Infrastructure	210.9	116.8	0.0	327.7
Sub-total OPDC	210.9	116.8	0.0	327.7
Likely funding	210.9	116.8	0.0	327.7
Sub-total OPDC shortfall	0.0	0.0	0.0	0.0
Total GLA Group expenditure	56,174.2	62,207.9	65,411.2	183,793.3
Total GLA Group shortfall	36,573.4	42,680.9	41,092.0	120,346.3

11.6 The following table shows the GLA Group's borrowing limits for the CSP period.

External debt borrowing limits	Revised Approval 2025-26 £m	Proposed 2026-27 £m	Proposed 2027-28 £m	Proposed 2028-29 £m	Proposed 2029-30 £m
Authorised limit					
GLA	6,200.0	5,900.0	5,500.0	5,500.0	5,500.0
MOPAC	1,530.2	1,648.2	1,661.9	1,655.8	1,671.8
TfL	18,633.0	18,875.2	19,347.4	19,412.8	19,412.8
LFC	245.0	245.0	250.0	290.0	290.0
LLDC	550.0	550.0	550.0	550.0	550.0
OPDC	225.0	250.0	250.0	250.0	250.0
Total	27,383.2	27,468.4	27,559.3	27,658.6	27,674.6
Operational limit					
GLA	5,700.0	5,400.0	5,000.0	5,000.0	5,000.0
MOPAC	1,405.2	1,523.2	1,536.9	1,530.8	1,546.8
TfL	17,733.0	17,975.2	18,447.4	18,512.8	18,512.8
LFC	240.0	240.0	250.0	290.0	290.0
LLDC	540.0	540.0	540.0	540.0	540.0
OPDC	215.0	240.0	240.0	240.0	240.0
Total	25,833.2	25,918.4	26,014.3	26,113.6	26,129.6

London Climate Budget

- 12.1 Achieving the [Mayor's net zero target](#) requires investment and co-ordinated action from a range of actors, including government, businesses and London boroughs – it is not something that the Mayor can deliver alone. The GLA Group bodies are playing their part by ensuring that their investment decisions support decarbonisation of their operations, and through various programmes that support climate mitigation and adaptation across London.
- 12.2 The GLA Group bodies ensure that investment in capital infrastructure and operations maximises emissions reductions and climate resilience, by aligning this with wider improvement works. This includes, for example, the replacement or upgrade of 'end-of-life' infrastructure such as new rolling stock on the Underground, and removal of gas boilers, with more energy-efficient alternatives. This could also include invest-to-save propositions (e.g. switching to LED lights, which are cheaper to operate), or by implementing measures that will reduce the damage to infrastructure or human health caused by increasingly frequent extreme weather events, such as flooding and overheating.
- 12.3 In 2023-24, the Mayor introduced the London Climate Budget as a key governance tool for the GLA Group to identify, allocate funding to, and monitor the progress of climate measures that will enable the decarbonisation of its property and vehicle fleet ("corporate-level measures"), as well as support London's transition to net zero and resilience ("programme-level measures").
- 12.4 The measures in the London Climate Budget are grouped into four tables:
- Corporate-level measures
 - table A - measures where there is planned expenditure ("funded")
 - table B - measures which could be taken forward in the future but are currently without planned expenditure ("unfunded").
 - Programme-level measures
 - table C - funded
 - table D - unfunded.
- 12.5 The tables are published alongside this Consultation Budget - full details of the measures in each table, including activities, estimated costs and forecast carbon savings, can be downloaded [here](#).
- 12.6 The climate budget for each of the GLA Group bodies is included in their published budget submissions. These provide details of how climate change risks and net zero implications are considered, the climate mitigation and adaptation measures included in their budget, and an overview of the decision-making process for selecting these measures.
-

12.7 This section provides a summary of the consolidated climate budget position. The measures in this budget demonstrate that the Mayor and the GLA Group bodies are striving to meet the 2030 target through a range of measures: from directly funding decarbonisation measures and using regulatory powers (such as the London Plan) and direct influence (for example, over development partners), to providing finance and convening or supporting others to act. However, further significant funding and regulatory changes are required to deliver a greater impact.

12.8 The GLA Group actively monitors the emissions across its buildings and vehicle fleets, and the expected reduction to 2030-31 is shown in the graph below.

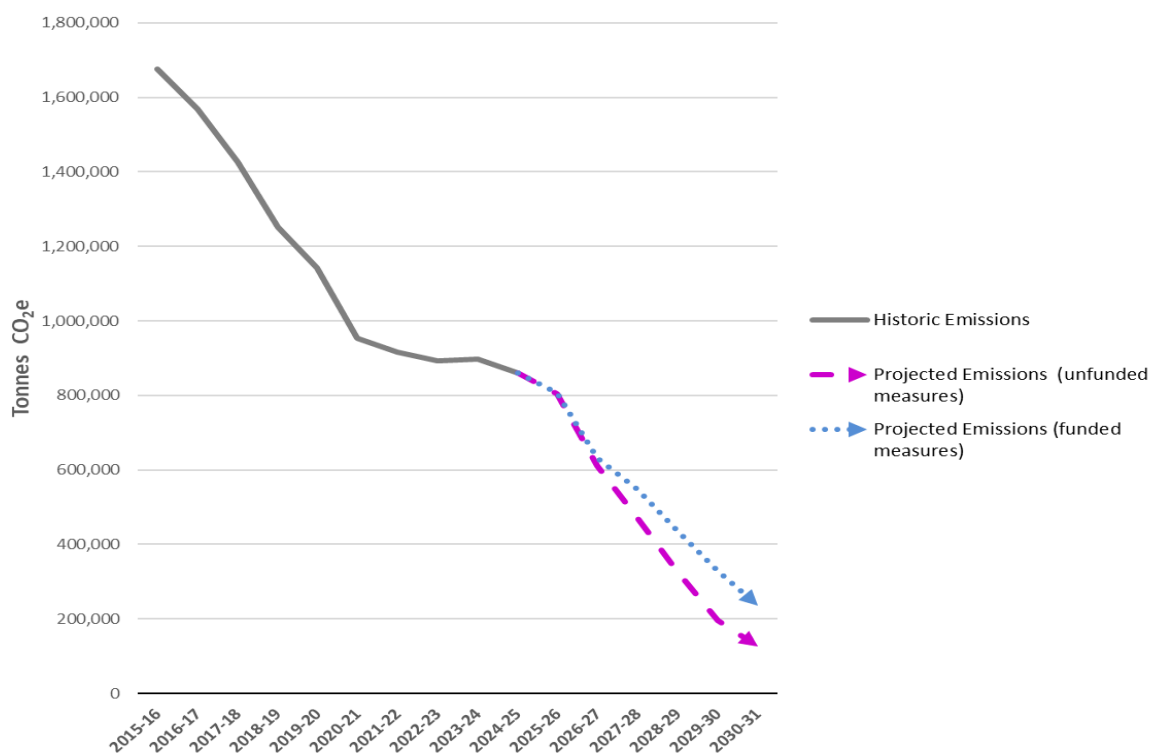


Figure 1 – Impact of funded and unfunded corporate level measures

12.9 In 2015–16, the GLA Group’s combined estimated emissions was 1.7 million tonnes of CO₂e; this is expected to fall by 52 per cent to 0.8 million tonnes in 2025–26 (the grey line in figure 1). The estimated emissions reduction for each of the GLA Group bodies during that period is:

Estimated emissions reduction	GLA	MOPAC	TfL	LFC	LLDC
2015-16 to 2025-26	27%	53%	52%	35%	82%

Following the transfer of the London Stadium from LLDC to the GLA in 2025, LLDC’s emissions will reduce significantly, whereas the GLA has a smaller reduction of 27 per cent compared to 48 per cent in the 2025–26 budget.

Corporate-level measures

12.10 The total investment on corporate level measures is £27.9 million in 2026-27, with an expected total expenditure of £261.5 million over the Budget Period. The budgeted expenditure for the climate measures in Table A for the GLA Group bodies is:

Action area 2026-27 to 2028-29	GLA £m	MOPAC £m	TfL £m	LFC £m	LLDC £m	OPDC £m	Total £m
Estate	53.3	28.5	54.7	18.7	1.7	-	156.9
Fleet	0.0	4.1	90.1	0.5	0.0	-	94.7
Other	0.0	0.0	9.8	0.0	0.0	-	9.8
Total	53.4	32.6	154.6	19.2	1.7	-	261.5

12.11 The measures to be funded cover a wide range of activities including improvements to building fabric, replacement of fossil fuel heating systems with heat pumps, replacement of light fittings with low-energy alternatives, and transition of buses and other operational vehicles to electric alternatives.

12.12 These measures are estimated to reduce the GLA Group emissions to 0.2 million tonnes per year in 2030-31, a reduction of 86 per cent compared to 2015-16 (the blue line in the figure 1). Additionally, this should facilitate other benefits including costs efficiency and improved building condition.

12.13 If resources can be identified to implement the combined measures currently proposed in Table B, the GLA Group's overall emissions could be reduced further to 0.1 million tonnes per year - a reduction of 93 per cent on the levels produced in 2015-16 (the purple line in figure 1).

Programme-level measures

12.14 The [Mayor's Accelerated Green Pathway](#) outlines an ambitious set of measures that is required to achieve net zero. Beyond actions on their own corporate level measures, GLA Group bodies invest in London-wide programmes and work closely with partners to accelerate London's carbon reduction and resilience. Examples of such programmes include the Mayor's £500 million [Green Finance Fund](#), enabling greater use of public transport, and developing the workforce needed to deliver these measures.

12.15 The table below summarises the costs associated with the funded measures in Table C. The forecast expenditure for 2026-27 is £1,136.3 million, and is estimated to total £3,367.0 million over the Budget Period. These amounts are largely driven by proposed investments in transport infrastructure, which will support modal shift to public transport and active travel.

Action area 2026-27 to 2028-29	GLA £m	MOPAC £m	TfL £m	LFC £m	LLDC £m	OPDC £m	Total £m
Buildings	57.1	-	79.3	-	-	0.0	136.3
Infrastructure	6.2	-	2,971.7	-	-	35.0	3,012.9
Energy	0.7	-	0.0	-	-	0.0	0.7
Adaptation & Resilience	18.1	-	0.0	-	-	0.0	18.1
Community Action	0.0	-	0.0	-	-	0.2	0.2
Green Finance	198.8	-	0.0	-	-	0.0	198.8
Total	280.8	-	3,050.9	-	-	35.2	3,367.0

12.16 In addition to emissions reduction, these measures are expected to provide a range of benefits, including improved air quality, enhanced biodiversity, improved resilience to climate change, job creation and skills development.

12.17 The London Climate Budget also includes, for the second time, unfunded measures (Table D) that could make a significant difference in further reducing emissions from London's buildings and transport – the two areas that produce most of London's emissions.

12.18 Figure 2 below shows the gap between the Mayor's preferred pathway "Accelerated Green", London's indicative emissions trajectory without further significant funding and regulatory change, and the extent to which these unfunded measures can close the gap.

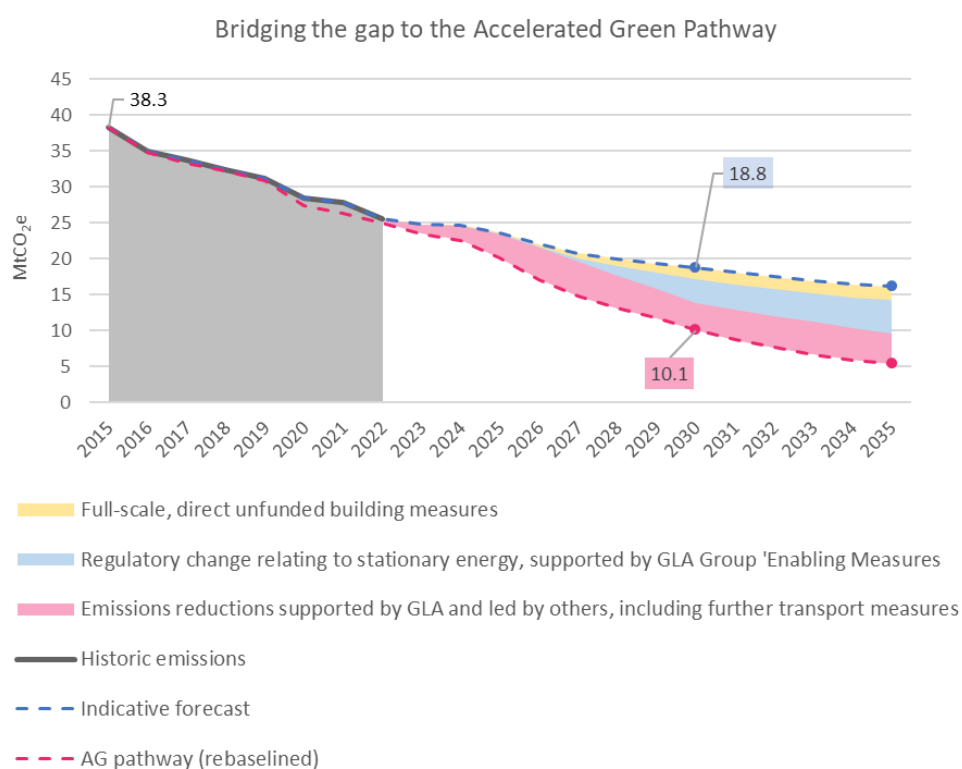


Figure 2 – Impact of unfunded London-wide measures and regulatory change on London's indicative emissions trajectory. Source: GLA analysis.

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- 12.19 The large-scale unfunded building measures (yellow wedge in Figure 2) show the impact of retrofit and switching away from fossil fuels in public sector buildings, social housing and schools, and increasing the uptake of solar energy. If fully funded, it is estimated that the measures could save 1.6 million tonnes of CO₂e by 2030, at an estimated cost of £16.6 billion over five years. Funding would need to come from a mix of public and private sources.
- 12.20 Using published references for the co-benefits associated with this level of green investment and reduced fossil fuel use shows there are significant economic benefits associated with these measures. Implementing the currently unfunded building measures could save £296 million per year in fuel costs by 2030, primarily in public buildings, social housing, and fuel-poor homes, alongside £437 million per year in avoided carbon costs. Between 2025 and 2030, around 32,000 jobs per year would be supported, and air quality improvements could avoid £38 million in damage costs over this period.
- 12.21 The impact of the additional £2.4 billion for rail and active travel packages in Table D would be significant to ensure that future housing growth is adequately serviced by public transport and cycle links. Without these improvements, new developments will be significantly more reliant on private car use and will lose the health, air quality, road safety and local economy benefits associated with active and public transport.
- 12.22 Figure 2 also demonstrates that regulation at a national level is critical to meeting the net zero target. Analysis by the GLA estimates that ambitious national regulations, such as phasing out gas boilers, improving building efficiency, and achieving a net zero electricity grid, could cut emissions by an extra 3.3 million tonnes per year by 2030.
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Greater London Authority: Mayor and London Assembly

Table 1: GLA: Mayor - Subjective analysis

Subjective analysis	Revised budget 2025-26 £m	Forecast outturn 2025-26 £m	Budget 2026-27 £m	Change (Revised budget to Budget) £m	Plan 2027-28 £m	Plan 2028-29 £m
Staff costs	123.0	118.4	128.3	5.3	130.5	129.3
Premises costs	13.5	13.3	17.1	3.6	14.6	14.6
Supplies and services	820.3	788.4	754.2	(66.1)	735.9	734.5
Capital Financing costs	3.4	4.6	7.3	3.9	7.9	7.9
Total gross expenditure	960.2	924.6	907.0	(53.2)	888.9	886.4
Sales, fees and charges	(13.9)	(13.7)	(13.4)	0.5	(13.0)	(13.0)
Specific grants	(561.5)	(537.5)	(471.7)	89.8	(450.3)	(449.9)
Interest receivable	(83.9)	(83.9)	(85.4)	(1.5)	(78.4)	(76.5)
Total gross income	(659.3)	(635.0)	(570.6)	88.7	(541.7)	(539.4)
Net expenditure	300.9	289.6	336.4	35.5	347.2	347.0

Table 2: GLA: Mayor - Reserves

Total reserves at end of financial year	Forecast 2025-26 £m	Transfers in year £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m
Business Rates Reserve	287.3	(87.9)	199.4	136.7	77.7
Northern Line Extension Reserve	94.2	(62.0)	32.2	0.0	1.5
Mayoral Development Corporation Reserve	67.5	9.9	77.4	102.2	121.5
Earmarked reserves - Group subtotal	448.9	(140.0)	309.0	239.0	200.8
Reserves earmarked for GLA services	439.6	(12.0)	427.6	416.8	404.8
Capital Programme reserves	72.0	(8.0)	64.0	59.7	56.4
Assembly Reserve	2.2	(0.3)	1.9	1.8	1.8
Earmarked reserves - GLA core subtotal	513.8	(20.3)	493.5	478.3	463.0
General Reserve	10.0	0.0	10.0	10.0	10.0
Total	972.8	(160.3)	812.5	727.2	673.7

Table 3: GLA: Mayor - Draft capital spending plan

Draft capital spending plan	Forecast Outturn 2025-26 £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m	Plan 2029-30 £m
<i>Expenditure</i>					
Affordable Homes Programme (2016-23)	99.2	123.2	49.3	29.2	101.1
Affordable Homes Programme (2021-26)	1,380.2	956.6	310.0	232.9	403.6
Social Affordable Housing Programme (2026-36)	0.0	1,170.0	1,170.0	1,170.0	1,170.0
Building Safety Fund	168.7	216.0	68.0	0.0	0.0
ACM Cladding Remediation	55.0	17.0	0.0	0.0	0.0
Private Sector Cladding	29.2	12.2	7.3	0.0	0.0
MHCLG Land Fund	43.9	17.3	0.0	0.0	0.0
London Estate Regeneration Fund	25.0	0.0	0.0	0.0	0.0
Care & Support Programme	12.1	6.0	1.0	0.0	0.0
Community Housing Fund	22.0	3.7	1.5	0.0	0.0
UK Shared Prosperity Fund Programme	20.1	0.0	0.0	0.0	0.0
Royal Docks Enterprise Zone	11.1	1.5	1.5	2.0	0.0
Green Finance Fund Programme	79.0	25.7	19.5	9.2	183.4
London Museum	14.6	25.0	0.0	0.0	0.0
Skills for Londoners Capital Fund R3	10.5	0.0	0.0	0.0	0.0
Crystal Palace National Sports Centre	12.0	45.0	48.5	8.7	0.0
Skills for Londoners	4.9	15.7	5.0	0.0	0.0
Civic Partnership Programme	4.0	10.4	0.0	0.0	0.0
LLDC Capital Projects (CFR)	22.2	24.0	0.0	5.7	0.0
LLDC-GLAP JV Stratford	19.2	23.9	15.9	10.4	0.0
OPDC Programme (Loan)	95.9	22.4	10.0	0.4	0.0
Other Projects (< £10m p.a.)	22.6	56.8	30.9	12.3	1.6
Total expenditure	2,151.4	2,772.3	1,738.4	1,480.7	1,859.6
<i>Funding</i>					
Borrowing	219.8	118.4	58.2	21.9	183.4
Capital grants and third-party contributions	1,877.1	2,573.8	1,631.4	1,432.6	1,675.2
Capital receipts	21.0	40.4	37.2	8.7	0.0
Revenue contributions	33.6	39.7	11.6	17.5	1.0
Total funding	2,151.4	2,772.3	1,738.4	1,480.7	1,859.6

Table 4: GLA: Mayor - Capital financing costs

Capital financing costs	Forecast Outturn 2025-26 £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m	Plan 2029-30 £m
Minimum revenue provision (MRP)	0.6	0.4	1.5	1.9	2.0
Principal and interest costs associated with leases and PFI	0.0	1.6	1.4	1.2	0.8
Interest costs on external borrowing	4.0	5.3	5.0	4.9	4.9
Total	4.6	7.3	7.9	7.9	7.6

Table 5: GLA: Assembly - Subjective analysis

Subjective analysis	Revised budget 2025-26 £m	Forecast outturn 2025-26 £m	Budget 2026-27 £m	Change (Revised budget to Budget) £m	Plan 2027-28 £m	Plan 2028-29 £m
Staff costs	8.4	8.4	8.4	0.0	8.4	8.4
Supplies and services	1.7	1.7	1.7	0.1	1.7	1.7
Total gross expenditure	10.0	10.0	10.1	0.1	10.1	10.1
Total gross income	0.0	0.0	0.0	0.0	0.0	0.0
Total net expenditure	10.0	10.0	10.1	0.1	10.1	10.1

Mayor's Office for Policing and Crime

Table 1: MOPAC - Subjective analysis

Subjective analysis	Revised budget 2025-26 £m	Forecast outturn 2025-26 £m	Budget 2026-27 £m	Change (Revised budget to Budget) £m	Plan 2027-28 £m	Plan 2028-29 £m
Staff costs	3,925.6	3,993.7	4,059.6	134.0	4,116.7	4,187.7
Premises costs	201.2	182.5	200.2	(1.0)	205.0	198.8
Transport costs	89.5	75.8	69.0	(20.6)	69.0	69.0
Supplies and services	570.7	629.6	670.4	99.7	679.6	693.2
Third party payments	104.8	103.9	93.3	(11.5)	93.5	93.0
Capital financing costs	162.6	182.9	218.6	55.9	259.8	269.3
Total gross expenditure	5,054.5	5,168.4	5,311.0	256.5	5,423.6	5,510.8
Sales, fees and charges	(328.5)	(360.4)	(333.0)	(4.5)	(333.3)	(332.7)
Specific government grants	(817.9)	(934.6)	(898.0)	(80.1)	(898.0)	(898.0)
Interest receivable	(13.3)	(18.7)	(10.3)	3.0	(10.3)	(10.3)
Total gross income	(1,159.6)	(1,313.7)	(1,241.2)	(81.6)	(1,241.5)	(1,241.0)
Net expenditure	3,894.9	3,854.8	4,069.8	174.9	4,182.1	4,269.8

Table 2: MOPAC - Reserves

Total reserves at end of financial year	Forecast 2025-26 £m	Transfers in year £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m
Supporting Local Change	4.3	0.0	4.3	4.3	1.3
Managing the Budget	0.1	0.0	0.1	0.1	0.1
Operational Costs	2.8	(1.4)	1.4	1.2	0.0
Workforce Pressures	60.0	(25.0)	35.0	35.0	35.0
Property Costs	25.3	(7.8)	17.5	9.6	1.8
POCA	19.0	(4.8)	14.3	9.5	4.8
Funded for Third Parties	21.7	(14.0)	7.7	0.3	0.3
MOPAC Earmarked reserves	16.0	(7.2)	8.9	8.4	8.3
Earmarked reserves subtotal	149.2	(60.2)	89.1	68.4	51.5
General Reserve	76.6	(0.0)	76.6	76.6	76.6
Total	225.9	(60.2)	165.7	145.1	128.1

Table 3: MOPAC - Draft capital spending plan

Draft capital spending plan	Forecast Outturn 2025-26 £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m	Plan 2029-30 £m
<i>Expenditure</i>					
Estates	121.1	112.4	66.0	66.0	60.0
Fleet	33.0	27.0	32.7	22.3	56.3
Core IT systems (DDAT)	69.7	70.0	67.9	73.5	74.5
Counter Terrorism Policing Headquarters	21.0	37.3	30.4	16.2	17.2
Operations and Performance	9.5	13.9	9.7	12.4	10.0
Professionalism	0.4	0.0	0.0	0.0	0.0
Transformation	84.4	109.8	50.6	2.5	1.8
Technology Investment Portfolio	0.0	30.0	0.0	0.0	0.0
MOPAC – Office move	0.0	1.2	0.0	0.0	0.0
Total expenditure	339.2	401.6	257.2	192.8	219.8
<i>Funding</i>					
Capital grants & third-party contributions	36.3	49.9	42.1	27.1	28.9
Revenue contributions	0.0	4.5	23.3	23.3	23.3
Capital receipts	17.1	10.6	40.2	15.9	10.0
Borrowing	285.8	336.6	151.6	126.5	157.6
Total funding	339.2	401.6	257.2	192.8	219.8

Table 4: MOPAC - Capital financing costs

Capital financing costs	Forecast Outturn 2025-26 £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m	Plan 2029-30 £m
Minimum revenue provision (MRP)	103.9	135.0	168.4	182.1	156.3
Principal and interest costs associated with leases and PFI	37.5	38.3	38.3	31.3	18.5
Interest costs on external borrowing	41.5	45.3	53.1	55.9	56.9
MOPAC total	182.9	218.6	259.8	269.3	231.7

Transport for London

Table 1: TfL - Subjective analysis

Subjective analysis	Revised budget 2025-26 £m	Forecast outturn 2025-26 £m	Budget 2026-27 £m	Change (Revised budget to Budget) £m	Plan 2027-28 £m	Plan 2028-29 £m
Staff costs	2,046.1	2,035.5	2,080.2	34.1	2,103.2	2,155.7
Premises costs	253.0	250.9	272.1	19.1	276.1	281.6
Transport costs	478.4	461.3	476.1	(2.3)	509.6	530.1
Supplies and services	2,122.1	2,278.4	2,310.9	188.8	2,077.3	1,964.3
Third party payments	3,542.3	3,517.0	3,832.1	289.9	4,074.8	4,266.5
Capital financing costs	538.3	534.2	552.8	14.4	579.0	604.9
Total gross expenditure	8,980.3	9,077.3	9,524.3	544.0	9,620.0	9,803.2
Sales, fees and charges	(7,196.4)	(7,273.5)	(7,840.8)	(644.4)	(8,166.2)	(8,521.9)
Interest receivable	(53.7)	(59.3)	(52.8)	0.9	(53.8)	(57.1)
Total gross income	(7,250.1)	(7,332.8)	(7,893.6)	(643.5)	(8,220.0)	(8,579.0)
Net expenditure	1,730.2	1,744.5	1,630.7	(99.5)	1,400.0	1,224.2

Table 2: TfL - Reserves

Total reserves at end of financial year	Forecast 2025-26 £m	Transfers in year £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m
Capital Grants Unapplied	122.7	(57.0)	65.7	19.8	10.8
Street Works Reserve	40.3	0.0	40.3	40.3	40.3
Earmarked reserves subtotal	163.0	(57.0)	106.0	60.1	51.1
General Reserve	279.9	152.0	431.9	450.0	500.0
Total	442.9	95.0	537.9	510.1	551.1

Table 3: TfL - Draft capital spending plan

Draft capital spending plan	Forecast Outturn 2025-26 £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m	Plan 2029-30 £m
<i>Expenditure</i>					
Crossrail construction programme	10.1	8.9	0.0	0.0	0.0
Rolling stock and signalling	690.7	759.8	664.0	714.1	636.8
Enhancements	317.8	252.2	348.7	348.6	302.2
Places for London	179.5	180.0	270.7	262.9	451.2
Renewals	708.6	800.2	862.9	776.6	698.7
Major Asset Renewals	96.0	55.8	52.4	94.8	114.3
Total expenditure	2,002.7	2,056.9	2,198.7	2,197.0	2,203.2
<i>Funding</i>					
Capital receipts	77.5	102.6	207.7	377.8	296.9
Capital grants & third-party contributions	600.5	894.8	545.0	564.8	501.8
Borrowing	399.8	240.8	464.6	63.3	(468.1)
Revenue contributions	924.9	818.7	981.4	1,191.1	1,872.6
Total funding	2,002.7	2,056.9	2,198.7	2,197.0	2,203.2

Table 4: TfL - Capital financing costs

Capital financing costs	Forecast Outturn 2025-26 £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m	Plan 2029-30 £m
Minimum revenue provision (MRP)	77.0	77.0	77.0	77.0	77.0
Principal and interest costs associated with leases and PFI	199.7	161.6	159.4	158.8	157.1
Interest costs on external borrowing	519.5	543.6	570.2	597.2	600.9
TfL total	796.2	782.2	806.6	833.0	835.0

Note: the expenditure budget for MRP and PFI is included within operating expenditure.

London Fire Commissioner

Table 1: LFC - Subjective analysis

Subjective analysis	Revised budget 2025-26 £m	Forecast outturn 2025-26 £m	Budget 2026-27 £m	Change (Revised budget to Budget) £m	Plan 2027-28 £m	Plan 2028-29 £m
Staff costs	508.4	518.4	518.8	10.4	537.1	543.9
Premises costs	51.3	51.4	55.8	4.5	63.0	61.5
Transport costs	20.2	20.1	20.9	0.7	22.0	23.2
Supplies and services	47.2	44.8	43.2	(4.0)	35.5	36.1
Third party payments	2.5	2.8	1.8	(0.7)	1.9	1.9
Capital financing costs	17.5	17.5	23.4	5.9	30.6	38.8
Total gross expenditure	647.1	655.0	663.9	16.8	690.1	705.4
Sales, fees and charges	(61.4)	(64.3)	(57.8)	3.6	(61.3)	(62.6)
Specific grants	(31.3)	(31.4)	(30.2)	1.1	(30.2)	(30.2)
Interest receivable	(1.5)	(1.5)	(1.5)	0.0	(1.5)	(1.5)
Total gross income	(94.2)	(97.2)	(89.5)	4.7	(93.0)	(94.3)
Net expenditure	552.9	557.8	574.4	21.5	597.1	611.1

Table 2: LFC - Reserves

Total reserves at end of financial year	Forecast 2025-26 £m	Transfers in year £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m
Fire Safety and Youth Engagement	4.5	0.0	4.5	4.5	4.5
Fire Safety Improvement	7.0	0.0	7.0	7.0	7.0
ICT Development	0.4	0.0	0.4	0.4	0.4
Building Safety Regulator	2.0	0.0	2.0	2.0	2.0
Earmarked reserves subtotal	13.9	0.0	13.9	13.9	13.9
General Reserve	14.9	2.5	17.4	20.4	26.8
Total	28.8	2.5	31.3	34.3	40.7

Table 3: LFC - Draft capital spending plan

Draft capital spending plan	Forecast Outturn 2025-26 £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m	Plan 2029-30 £m
<i>Expenditure</i>					
IT projects	9.8	8.4	3.6	2.3	3.4
Major refurbishments	8.6	7.4	6.9	7.0	11.1
New developments	4.6	27.9	42.1	18.5	0.0
Minor works	11.8	12.8	0.6	0.6	0.7
Sustainability works	7.7	9.5	8.2	4.6	3.1
Appliance bay doors	2.1	0.0	0.0	0.0	0.0
Fire Brigade fleet re-procurement	2.0	7.2	7.8	7.5	3.2
Operational Equipment	0.0	0.3	0.0	0.0	0.0
Total expenditure	46.6	73.4	69.2	40.5	21.5
<i>Funding</i>					
Capital receipts	0.0	0.4	0.0	0.0	0.0
Capital grants & third-party contributions	0.6	0.2	0.0	0.0	0.0
Revenue contributions	0.0	0.0	0.0	0.0	0.0
Borrowing	46.0	72.8	69.2	40.5	21.5
Total funding	46.6	73.4	69.2	40.5	21.5

Table 4: LFC - Capital financing costs

Capital financing costs	Forecast Outturn 2025-26 £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m	Plan 2029-30 £m
Minimum revenue provision (MRP)	15.6	19.6	23.9	29.1	32.3
Principal and interest costs associated with leases and PFI	1.7	2.5	2.7	2.9	3.2
Interest costs on external borrowing	1.8	3.8	6.7	9.7	12.1
LFC total	19.2	25.9	33.3	41.7	47.5

Note: the expenditure budget for PFI is included within operating expenditure.

London Legacy Development Corporation

Table 1: LLDC - Subjective analysis

Subjective analysis	Revised budget 2025-26 £m	Forecast outturn 2025-26 £m	Budget 2026-27 £m	Change (Revised budget to Budget) £m	Plan 2027-28 £m	Plan 2028-29 £m
Staff costs	8.0	8.0	7.9	(0.1)	8.0	8.2
Premises costs	0.7	0.7	0.7	0.0	0.7	0.8
Supplies and services	31.2	28.2	25.7	(5.5)	25.3	25.8
Capital financing costs	15.3	15.4	15.9	0.6	15.6	16.2
Total gross expenditure	55.2	52.3	50.2	(5.0)	49.6	50.9
Sales, fees and charges	(19.5)	(19.7)	(21.8)	(2.3)	(21.9)	(22.6)
Specific government grants	(0.4)	(0.4)	(0.2)	0.2	(0.2)	(0.1)
Total gross income	(19.9)	(20.1)	(22.0)	(2.1)	(22.1)	(22.7)
Net expenditure	35.3	32.2	28.2	(7.1)	27.5	28.2

Table 2: LLDC – Draft capital spending plan

Draft capital spending plan	Forecast Outturn 2025-26 £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m	Plan 2029-30 £m
<i>Expenditure</i>					
East Bank	47.5	3.5	0.9	0.2	0.2
Development	29.0	27.2	45.8	20.1	18.3
Estates & Neighbourhoods	4.3	11.8	2.1	1.7	1.6
Corporate Services	1.1	0.5	0.4	0.5	0.3
Corporation Tax and Contingency	6.7	6.5	0.0	2.3	4.0
Other	2.0	0.0	0.0	0.0	0.0
BBC/UAL loan cash timing adjustment	38.8	(5.0)	(5.0)	(5.0)	(5.0)
Total expenditure	129.4	44.6	44.3	19.8	19.3
<i>Funding</i>					
Capital receipts	86.1	31.7	22.1	31.6	66.5
Capital grants & third-party contributions	43.4	12.9	0.0	5.7	0.0
Borrowing	0.0	0.0	22.1	(17.5)	(47.1)
Total funding	129.4	44.6	44.3	19.8	19.3

Table 3: LLDC - Capital financing costs

Capital financing costs	Forecast Outturn 2025-26 £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m	Plan 2029-30 £m
Minimum revenue provision (MRP)	0.0	0.0	0.0	0.0	0.0
Principal and interest costs associated with leases and PFI	0.0	0.0	0.0	0.0	0.0
Interest costs on external borrowing	15.4	15.9	15.6	16.2	15.7
LLDC total	15.4	15.9	15.6	16.2	15.7

Old Oak and Park Royal Development Corporation

Table 1: OPDC - Subjective analysis

Subjective analysis	Revised budget 2025-26 £m	Forecast outturn 2025-26 £m	Budget 2026-27 £m	Change (Revised budget to Budget) £m	Plan 2027-28 £m	Plan 2028-29 £m
Staff costs	7.7	7.7	8.7	1.0	8.9	9.1
Premises costs	0.4	0.4	0.4	0.0	0.4	0.4
Supplies and services	11.7	11.3	10.3	(1.4)	10.2	8.9
Capital financing costs	4.5	4.5	8.7	4.2	10.1	10.5
Total gross expenditure	24.3	23.9	28.1	3.8	29.6	28.9
Sales, fees and charges	(5.6)	(5.3)	(8.4)	(2.8)	(8.2)	(6.6)
Total gross income	(5.6)	(5.3)	(8.4)	(2.8)	(8.2)	(6.6)
Net expenditure	18.7	18.6	19.7	1.0	21.4	22.3

Table 2: OPDC - Draft capital spending plan

Draft capital spending plan	Forecast Outturn 2025-26 £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m	Plan 2029-30 £m
<i>Expenditure</i>					
Heat Network	0.0	35.0	0.0	0.0	0.0
OPDC capital programme	112.4	38.0	6.8	0.0	0.0
Infrastructure	0.0	0.0	0.0	0.0	75.9
Total expenditure	112.4	73.0	6.8	0.0	75.9
<i>Funding</i>					
Capital grants & third-party contributions	0.0	35.0	0.0	0.0	75.9
Borrowing	112.4	38.0	6.8	0.0	0.0
Total funding	112.4	73.0	6.8	0.0	75.9

Table 3: OPDC - Capital financing costs

Capital financing costs	Forecast Outturn 2025-26 £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m	Plan 2029-30 £m
Minimum revenue provision (MRP)	0.0	0.0	0.0	0.0	0.0
Principal and interest costs associated with leases and PFI	0.0	0.0	0.0	0.0	0.0
Interest costs on external borrowing	4.5	8.7	10.1	10.5	12.4
OPDC total	4.5	8.7	10.1	10.5	12.4

GLA Group Savings and Collaboration

GLA Group Savings

G.1 The savings and efficiencies identified across the GLA Group are:

Savings and efficiencies identified	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m
GLA: Mayor	0.0	0.0	0.0
GLA: Assembly	0.0	0.0	0.0
MOPAC	75.4	77.2	88.2
TfL	177.0	183.0	190.0
LFC	5.8	1.2	1.0
LLDC	0.9	0.6	0.1
OPDC	4.1	2.0	2.0
Total	263.2	264.0	281.3

G.2 Inflationary pressures for 2026-27 are forecast as follows:

Inflation for 2026-27	Pay £m	Non-Pay £m	Total £m
GLA: Mayor	2.9	0.5	3.4
GLA: Assembly	0.4	0.0	0.4
MOPAC	139.6	24.1	163.7
TfL	78.2	150.5	228.7
LFC	8.9	13.2	22.1
LLDC	0.2	0.4	0.6
OPDC	0.2	0.1	0.3
Total revenue	230.3	188.8	419.2

GLA Group Collaboration

- G.3 The GLA Group Collaboration Board develops and oversees plans for ways in which the GLA Group can work together more closely, to deliver efficiency, effectiveness and economic benefit, and contribute to key Mayoral priorities. The Board aims for GLA Group bodies to work as one, delivering maximum benefit to Londoners. This is achieved by removing operational and cultural barriers to joint working, enabling GLA Group organisations and key partners to be willing and able to work together as efficiently and effectively as if they were part of the same organisation.
- G.4 The GLA Group Collaboration budget is included in the GLA: Mayor budget. This funding supports collaboration in areas such as estates and facilities management; digital, data and technology; finance; people; and procurement. Specific proposals for its use in 2026-27 are being developed under the oversight of the Board, and the total allocation (included within the GLA: Mayor budget) will be reviewed later in the budget process based upon this work.

Locally collected taxes

Business rates

H.1 The business rates assumptions used to inform the budget are:

Variable	Budget Guidance assumption	Consultation Budget
BR1: Income growth (excluding TfL capital)	2026-27: 2.0% 2027-28: 2.0% 2028-29: 2.0%	No change in assumptions
BR2: TfL capital funding	No inflationary uplift to TfL's capital allocation within the Mayor's LGFS baseline funding allocation is assumed.	No change in assumption
BR3: Surplus/deficit for prior years	No business rates surplus or deficit for prior years is assumed.	No change in assumption
BR4: Methodology	<ul style="list-style-type: none"> no material change to the current methodology London's 67 per cent business rates pilot continues (including 37 per cent GLA share) the government will continue to fund the ongoing lost revenue arising from historic decisions over NNDR multipliers no reset of historic business rates growth 	<p>No change in assumptions</p> <p>The government's Budget 2025 confirmed that London's 67 per cent business rates pilot continues.</p>

H.2 The resulting estimate of retained business rates income is:

Estimated Business Rates Income 2026-27	£m
Total income including prior year surplus/deficits	3,799.0
Less estimated tariff payable to MHCLG	(864.8)
Less assumed levy on growth payable to MHCLG	(36.9)
Net income available to be allocated to functional bodies	2,897.3
GLA: Mayor	171.2
GLA: Mayor Group items	42.5
GLA: Assembly	7.0
MOPAC	133.3
TfL	2,218.2
LFC	306.1
LLDC	11.5
OPDC	7.5
Net income allocated to functional bodies	2,897.3

H.3 The Business Rates Reserve (BRR) exists to manage the special risks the GLA is exposed to due to the potential changes to business rate income estimates. The BRR's target balance equates to the shortfall the GLA would need to meet were it to be in a business rates retention safety net position for a single year, based on the 92.5 per cent threshold currently in place for the GLA.

Business Rates Reserve at end of financial year	Forecast 2025-26 £m	Budget 2026-27 £m	Plan 2027-28 £m	Plan 2028-29 £m
Target balance	103.6	107.5	109.7	111.9
Forecast balance	287.3	199.4	136.7	77.7

Elizabeth Line (Crossrail) BRS

H.4 The Mayor approves the policies for the Crossrail BRS annually via Mayoral Decision in February. The assumptions used to inform the budget are:

Variable	Budget Guidance assumptions	Consultation Budget
BRS1: Threshold	£75,000	No change in assumption
BRS2: Multiplier	2 pence – the maximum permitted under legislation.	No change in assumption

Council tax

H.5 The council tax assumptions used to inform the budget are:

Variable	Budget Guidance assumptions	Consultation Budget
CT1: Annual increase at Band D	Police: 3.0% (ringfenced for MOPAC/MPS) Non-Police: 3.0%	No change in assumptions
CT2: Change in London taxbase	2026-27: 1.1% 2027-28: 0.9% 2028-29: 1.0%	No change in assumptions
CT3: Surplus/deficit for prior years	No council tax surplus or deficit for prior years is assumed	No change in assumption

H.6 The indicative council tax precepts for the 32 London Boroughs (adjusted amount) and City of London (unadjusted amount) are:

Indicative precept	Adjusted 2025-26	Adjusted Change	Adjusted 2026-27	Unadjusted 2025-26	Unadjusted Change	Unadjusted 2026-27
Band A	£326.92	£9.80	£336.72	£114.17	£3.42	£117.59
Band B	£381.41	£11.44	£392.85	£133.19	£3.99	£137.18
Band C	£435.89	£13.07	£448.96	£152.22	£4.56	£156.78
Band D	£490.38	£14.70	£505.08	£171.25	£5.13	£176.38
Band E	£599.35	£17.97	£617.32	£209.31	£6.27	£215.58
Band F	£708.33	£21.24	£729.57	£247.36	£7.41	£254.77
Band G	£817.30	£24.50	£841.80	£285.42	£8.55	£293.97
Band H	£980.76	£29.40	£1,010.16	£342.50	£10.26	£352.76

H.7 Under the assumed excessiveness principles, the indicative adjusted and unadjusted amounts of council tax set out in this Consultation Budget would not be deemed excessive. Therefore, a referendum would not be required.

Budget timetable

Date	Description
18 November 2025 to 7 January 2026	Budget and Performance Committee scrutinises the GLA Group bodies on their budget submissions
15 January 2026	Draft Budget 2026-27 published
26 January 2026	Budget and Performance Committee scrutinises the Mayor on his Draft Budget
29 January 2026	Assembly Plenary meeting to scrutinise the Draft Budget
18 February 2026	Final Draft Budget 2026-27 published
25 February 2026	Budget and Performance Committee scrutinises the Mayor on his Final Draft Budget
26 February 2026	Assembly Mayor's Question Time meeting to scrutinise the Final Draft Budget
27 February 2026	Statutory deadline for the Mayor to approve the Capital Spending Plan for 2026-27 and notify the Secretary of State for Housing, Communities and Local Government (being the last working day before 28 February 2026)
28 February 2026	Statutory deadline the GLA to notify its billing authorities of the final Band D precept and council tax requirement(s) for 2026-27
31 March 2026	Statutory deadline for the Mayor to approve the Authorised Limit for external debt (borrowing) for the GLA Group bodies, alongside the Prudential Indicators and Capital Financing Requirements required by statute

Other formats and languages

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