

## REDUCING NON-RESIDENTIAL EMISSIONS – DELIVERY PLAN

### Introduction

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

- London is a net-zero carbon city.

The London-level outcome will be measured by:

London is a net-zero carbon city	<ul style="list-style-type: none"><li>• Greenhouse gas emissions in London (millions of tonnes of CO<sub>2</sub> &amp; percentage reduction against 1990 baseline).</li></ul>
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The mandate also makes it clear that this programme should make a substantive contribution to a wider set of London-level outcomes: London's economy has the skills it needs to thrive; Londoners have access to good work; London is a world-leading global city; Londoners are breathing clean air and London is resilient to extreme weather and the impacts of climate change.

### Setting out the scale of the challenge

The Mayor has set a target for London to be net-zero by 2030, demonstrating leadership in tackling climate change globally. Leading the way in tackling climate change is about protecting all Londoners and using carbon reduction initiatives to create wider improvements to the lives of Londoners.

The Mayor's work to reduce emissions from London's homes is covered by the Improving London's Housing Stock delivery plan. Wider work on heat networks, Local Area Energy Plans and data-driven decarbonisation is contained within Upgrading London's Infrastructure. Transport for London's efforts towards a net zero fleet and low-carbon travel are captured in Decarbonising Transport. This Reducing Non-Residential Emissions delivery plan sets out the efforts for London's commercial and public estate as well as the city's energy and waste systems. This area of work is responsible for more than 30 per cent of London's carbon emissions.

Climate change is a matter of social justice. The areas in our city that face the greatest risks from climate change are also often home to poorer residents, and in those low-income communities Black and Minority Ethnic Londoners are over-represented.

### Current barriers to reducing London's carbon emissions

First, the scale of investment required to achieve net-zero by 2030 is in the tens of billions of pounds. This underscores the need to access external funding and leverage private sector finance at scale.

Second, the Mayor's direct powers are limited, especially outside of transport and planning. The Mayor has been clear that, in order to meet this target, greater action will be needed at a national level. This requires us to not only lead by example but also influence others effectively and work in partnership.

Third, the UK does not currently have a regulatory framework which requires all non-residential buildings to meet a minimum standard of energy efficiency. This means that decarbonising buildings will naturally not be as high a priority for many building owners as meeting other statutory obligations. As well as struggling to provide the capacity and capital needed, partners may also require greater commercial capability to build a mature pipeline of viable decarbonisation projects for London. They will need support to develop and finance such a pipeline.

Finally, this delivery plan exists within a context in which climate change and net-zero is increasingly contested. Explaining why reducing carbon emissions matters and will bring wider benefit will be vital to securing buy-in for the changes needed. London cannot solve the climate crisis on its own and so demonstrating leadership across the globe is also important.

### **How the GLA will deliver the outcomes the Mayor requested**

Alongside other programmes such as Improving London's Housing Stock and Upgrading London's Infrastructure, this programme will contribute towards making London a net-zero city by 2030. It will do this by making use of our statutory powers where they exist or convening partners where they don't, using our resources by providing grant, loans or funded support depending on the need, and using the Mayor's leadership role and platform to maintain public support for net-zero.

Projects will be clustered around five key areas.

The GLA will support the **decarbonisation of buildings** across London. The Mayor has some direct oversight of GLA Group buildings, but he will need to deploy funding and/or influence to encourage others to action elsewhere. The work in this strand will take place through two key projects: first, using the Mayor's statutory planning powers to ensure new developments in London take proportionate steps to decarbonise, balancing other priorities around housing delivery and economic growth. Second, the GLA will deliver on the Mayor's manifesto commitment to run a pilot Greener Schools programme. The Mayor will use his resources to provide grant directly to schools to install energy efficiency measures. This investment will act as a proof-of-concept from which the GLA will seek to scale the project with alternative funding sources.

Second, this work programme alongside the Upgrading London's Infrastructure delivery plan will take important steps towards achieving a **low-carbon energy system** in London. This will include providing another round of the London Community Energy Fund. This grant programme will directly support delivery of net-zero projects on the ground, as well as strengthening the community energy sector to ensure it can benefit from wider government programmes.

Community energy as an approach helps to ensure net-zero has a direct buy-in from local communities. We will also use the GLA Group's position as a substantial electricity consumer to drive the generation of renewable energy.

Third, as the strategic authority in London, the GLA will play a key role in **enabling the financing of the transition** to net-zero across London. Noting the absence of a regulatory framework incentivising the installation of energy efficiency measures in London's existing non-residential buildings, the GLA will aim to make the process as easy as possible for our partners. Through the current Zero Carbon Accelerator (due to run until June 2026) and the establishment of the RE:FIT5 procurement framework, we will help organisations who lack capacity and capability. We will also continue to make capital available with the London Climate Finance Facility. Alongside strengthening the demand for finance, we will also seek to support greater supply of climate finance from private investors with the Mayor's Climate Finance Taskforce.

Fourth, we will **reduce our emissions from waste** and transition towards a circular economy. We will use our statutory powers and convening platform to work effectively with government and boroughs on this agenda.

Finally, the GLA will **lead by example and seek to connect Londoners with our net-zero ambition**. Across the whole GLA Group, we are committed to using every lever at our disposal – procurement, budgeting, decision-making – to accelerate action to tackle climate change. The Mayor will convene partners, for example using our influence through C40 Cities and our partnership with London's boroughs, to achieve wider change beyond the GLA's direct remit. We will focus on connecting Londoners with our net-zero ambition, making sure that they benefit from the opportunities the transition offers and that those are delivered equitably. This will take place through external events and communications such as London Climate Action Week and a new Climate Action Plan setting out key actions the Mayor is taking.

## **Reducing Non-Residential Emissions delivery plan**

This delivery plan will contribute towards making London a net-zero city. It has five key strands:

1. Reducing emissions from London's buildings
2. Supporting a flexible low-carbon energy system
3. Enabling the financing of the transition
4. Tackling emissions from waste and promoting a circular economy
5. Leading by example and connecting Londoners with our net-zero ambition

### **1. Reducing emissions from London's buildings**

1.1. *Delivering the Greener Schools initiative.* This manifesto commitment project will provide capital funding and technical support to schools across London to undertake retrofit works – such as solar PV and heat decarbonisation – to cut energy costs and reduce carbon emissions. This will enable London schools to take climate action, inspire young Londoners and save money on energy bills, freeing up school resources to support students. This project will seek to continue this retrofitting of schools by looking to attract further funding and spreading good practice to LEAs, Academy trusts and schools.

We will know this project has succeeded when:

- a) at least 35 schools funded by the Mayor's pilot have completed installations
- b) there is an agreed plan for how this scheme will catalyse more retrofitting of schools.

Expected delivery:

- a) GLA funding allocations announced by Q1 2025-26
- b) additional government funding secured from the Mayoral Renewables Fund by Q2 2025-26
- c) installations and works completed on at least 35 schools by Q4 2025-26
- d) ways to continue this project have been explored and decided upon by Q1 2026-27.

1.2. *Ensuring London's planning policies support a transition to a zero-carbon economy while delivering housing and economic growth.* This project includes work to support the day-to-day implementation of the current London Plan policies, as well as developing policies as part of the new London Plan and continuing to publish the reports that set out the impact of the policies (such as the annual Energy Monitoring and Offsetting reports).

We will know this project has succeeded when:

- a) London's planning decisions, and the policies in the upcoming London Plan, successfully meet the urgent need for housing and economic growth whilst ensuring new development drives high levels of energy efficiency.

Expected delivery:

- a) new draft London Plan in consultation by Spring/Summer 2026
- b) Energy Monitoring Report published by Q3 2025-26 and annually thereafter.

## **2. Supporting a flexible, low carbon energy system**

2.1 *Delivering another round of the London Community Energy Fund.* Through seven successful rounds of community energy funding, the GLA has provided community

energy groups with over £2.5m in grants for 194 projects that have resulted in the installation of 3.3MWp of community solar PV which will deliver 9,600 tonnes of carbon savings. An eighth round of the London Community Energy Fund will provide further funding for local-led energy projects across the city focused on installation of solar PV, lighting replacement, heat decarbonisation and other retrofit initiatives. We will also support the sector through a new phase of the community energy taskforce, focusing on how the sector in London can strengthen and progress including by delivering the ambitions of GB Energy.

We will know this project has succeeded when:

- a) the eighth round of the London Community Energy Fund has funded more than 20 additional projects
- b) a new phase of the community energy taskforce has supported the community energy sector to develop a strategy for its own growth and development, including engaging with GB Energy.

Expected delivery:

- a) 20 additional projects in a grant agreement by Q4 2025-26
- b) the community energy taskforce has been convened and made recommendations on steps the sector needs to achieve its ambitions by Q1 2026-27.

2.2 *Supporting the GLA Group to consume and generate clean power.* Building on the success of TfL's first power purchase agreement (PPA), we will support all functional bodies to source their electricity from clean sources and, where feasible, use their demand to increase the generation of clean power in line with the Mayor's 2030 net-zero carbon ambition. This will ensure the GLA Group is leading by example and making a meaningful contribution towards decarbonising the grid.

We will know this project has succeeded when:

- a) the GLA Group is powered by renewable electricity
- b) the GLA Group has used its significant power demand to drive the generation of clean power from new renewable energy assets
- c) each functional body has an agreed strategy for clean power, having explored the merits and limits of various options including PPAs.

Expected delivery:

- a) every functional body has a clean power strategy in place and is implementing their solution by Q1 2026-27
- b) TfL has successfully entered further PPAs by Q4 2027-28.

### **3. Enabling the financing of the transition**

3.1 *Driving a pipeline of viable and investible decarbonisation projects.* Building on the success of previous accelerators, the Zero Carbon Accelerator (ZCA) will run until June 2026, scoping and funding the provision of technical support for our partners to strengthen, progress and aggregate decarbonisation projects across London. Enabling partners to develop a mature pipeline of investment-ready projects will be key to attracting private finance at scale. This area of work also includes the GLA's establishment and management of the RE:FIT 5 procurement framework which will provide public sector bodies with access to a framework of pre-qualified contractors thereby significantly speeding up the procurement and delivery of decarbonisation projects in London.

We will know this project has succeeded when:

- a) the ZCA has supported approximately 50 investment-ready decarbonisation projects with most of those projects moving into delivery having secured grant or loan finance from government, the London Climate Finance Facility or elsewhere
- b) the new RE:FIT 5 framework is accessible to all public sector bodies and supporting the delivery of decarbonisation projects in London.

Expected delivery:

- a) 50 investment-ready projects have been supported by the ZCA by Q1 2026-27
- b) RE:FIT 5 procurement complete and framework available for use by Q4 2025-26.

3.2 *Financing projects through the Mayor's London Climate Finance Facility.* Through three mechanisms (the Green Finance Fund, the Mayor's Energy Efficiency Fund and the London EDGE Fund) the Mayor has made £1.1bn of finance available to public and private sector organisations to support decarbonisation projects. The project will ensure the GLA contributions to those funds are fully committed.

We will know this project has succeeded when:

- a) all existing GLA funds are successfully committed to projects, providing low-cost finance that enables a wide range of decarbonisation activity across London.

Expected delivery:

- a) 100 per cent of the initial £500 million Green Finance Fund is allocated by Q4 2027-28
- b) The first EDGE-funded project is agreed by Q1 2026-27.

3.3 *Developing a new strategy for enabling London to access green finance at scale.* The Mayor's existing climate finance offer is supporting important decarbonisation projects across London, but we need to think differently about how we generate demand for finance and the GLA's role to achieve the scale of green finance required to get to net-zero. This project will involve engaging with investors through the London Climate Finance Taskforce to access expert advice and generate recommendations towards a new strategy for green finance in London. It will also involve working with Opportunity London and London Councils as well as linking up with wider work led by London's Growth Mission to explore ways to include green projects as investment propositions alongside wider large-scale regeneration and infrastructure opportunities.

We will know this project has succeeded when:

- a) we have a credible, realistic strategy on how to achieve a step-change in the scale of investment to deliver climate projects
- b) we are clear on how and where the GLA best adds value in this area as London's strategic authority
- c) we have begun to implement this new strategy, working across the London system.

Expected delivery:

- a) a Climate Finance Taskforce has been launched by Q3 2025-26 with recommendations made by the end of Q4 2025-26
- b) those recommendations have been used to reach agreement on the GLA's approach to green finance in London by Q1 2026-27.

#### **4 Tackling emissions from waste and promoting a circular economy**

4.1 *Supporting London's waste authorities, citizens, and businesses to reduce waste, reduce carbon emissions and increase circularity.* This project will work closely with ReLondon, waste authorities, businesses, planning authorities and national government to ensure London has the framework and infrastructure to manage the waste it produces, minimise the impact on carbon emissions, the environment and citizens; and drive innovation towards jobs, growth and delivery of the Mayor's net-zero ambitions.

We will know this project has succeeded when:

- a) The Mayor has used his statutory powers and convening role to work effectively with key partners to support waste minimisation and increase recycling, reuse, and repair
- b) Mayoral planning decisions, and the policies in the upcoming London Plan, successfully meet the urgent need for housing and economic growth whilst ensuring we reduce waste and transition towards a circular economy

Expected delivery:

- a) the Deputy Mayor chairs quarterly board meetings and engages with the Chief Executive of ReLondon on an ongoing basis to ensure ReLondon's activities are driving reductions in waste, and increasing recycling and adoption of circular practices
- b) new draft London Plan in consultation by Spring/Summer 2026.

## 5 **Leading by example and connecting Londoners with our net-zero ambition**

5.1 *Maintaining London's role in climate leadership.* London has a key role to play domestically and internationally in leading actions to tackle climate change and connecting Londoners to that mission. The Mayor and the GLA are pivotal in driving this forward – through engagement with Londoners directly, as well as through initiatives like C40 Cities, London Climate Action Week and the London Climate and Sustainability Commission (LCSC). Through grant funding the retrofit of the iconic Royal Institution, we are demonstrating important techniques for retrofitting an historic building and also ensuring the building can house the clean tech innovators who will be pivotal in developing net-zero solutions.

We will know this project has succeeded when:

- a) London continues to be a global exemplar on climate change, with strategic leadership deployed through the Mayor's role in C40 and other key partnerships
- b) London Climate Action Week continues to grow in prominence, helping to connect Londoners to the Mayor's net-zero ambition
- c) the retrofit of the historic Royal Institution is complete, significantly reducing the building's carbon footprint and creating a template for retrofit in historic buildings.

Expected delivery:

- a) new LCSC commissioners are announced by Q3 2025-26
- b) the GLA plays an active role in plans for London Climate Action Week annually
- c) the Mayor engages and leads the C40 World Mayor's Summit in Q3 2025-26
- d) the Mayor's new Climate Action Plan is published by Q4 2025-26
- e) Royal Institute GLA-funded building retrofit works completed by Q4 2026-27 with dissemination of learning in the six months thereafter
- f) a comprehensive London Energy and Greenhouse Gas Inventory published annually in Q3.

5.2 *Ensuring the GLA Group is leading by example.* This project sets out initiatives within the GLA Group to drive down emissions and embed climate literacy in the way we operate, demonstrating our leadership on the path to net-zero by 2030. The impact of this project will be more climate-literate decision-making amongst GLA Group staff and more sustainable use of our resources and supply chains.

We will know this project has succeeded when:

- a) the GLA Group is actively demonstrating best practice in embedding climate change awareness and actions across its functions, including budget-setting, decision-making and procurement.

Expected delivery:

- a) publication of the annual Climate Budget in Q3 each year
- b) 75 per cent of GLA staff trained in climate literacy by Q4 2027-28
- c) delivery of the objectives of the GLA Group Responsible Procurement Delivery Plan by Q4 2027-28.

**The consolidated resources allocated to this delivery plan are:**

<b>Project</b>	<b>Revenue (£'000)</b>			<b>Capital (£'000)</b>		
	<b>25-26 Budget</b>	<b>26-27 Plan</b>	<b>27-28 Plan</b>	<b>25-26 Budget</b>	<b>26-27 Plan</b>	<b>27-28 Plan</b>
<b>1 Reducing emissions from London's buildings</b>	<b>350</b>	<b>100</b>	<b>100</b>	-	-	-
1.1 Delivering the Greener Schools initiative.	250	-	-	-	-	-
1.2 Ensuring London's planning policies support a transition to a zero-carbon economy while delivering housing and economic growth.	100	100	100	-	-	-
<b>2 Supporting a flexible low-carbon energy system</b>	<b>700</b>	<b>1,500</b>	<b>1,500</b>	-	-	-
2.1 Delivering another round of the London Community Energy Fund.	700	1,500	1,500	-	-	-
2.2 Supporting the GLA Group to consume and generate clean power. <sup>1</sup>	-	-	-	-	-	-
<b>3 Enabling the financing of the transition</b>	<b>8,734</b>	<b>800</b>	<b>800</b>	<b>78,967</b>	<b>79,220</b>	<b>76,967</b>

<sup>1</sup> Support costs for the Clean Power programme are funded via the Group Collaboration Budget

3.1 Driving a pipeline of viable and investible decarbonisation projects.	7,859	-	-	-	-	-
3.2 Financing projects through the Mayor's London Climate Finance Facility.	800	800	800	78,967	79,220	76,967
3.3 Developing a new strategy for enabling London to access green finance at scale.	75	-	-	-	-	-
<b>4 Tackling emissions from waste and promoting a circular economy</b>	<b>110</b>	<b>90</b>	<b>90</b>	-	-	-
4.1 Support London's waste authorities, citizens, and businesses to reduce waste, reduce carbon emissions and increase circularity.	110	90	90	-	-	-
<b>5 Connecting Londoners with our net-zero ambition</b>	<b>355</b>	<b>355</b>	<b>355</b>	-	-	-
5.1 Maintaining London's role in climate leadership.	250	250	250	-	-	-
5.2 Ensuring the GLA Group is leading by example.	105	105	105	-	-	-
<b>Core staffing to support programmes</b>	<b>4,966</b>	<b>5,013</b>	<b>5,014</b>	-	-	-
<b>Annual total</b>	<b>15,215</b>	<b>7,858</b>	<b>7,859</b>	<b>78,967</b>	<b>79,220</b>	<b>76,967</b>

### Contribution to the GLA's cross-cutting priorities

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

- **Net Zero** – This programme is focussed wholly on delivering net-zero emissions in London by 2030.
- **Reducing Structural Inequalities** – Underserved Londoners – poorer communities where people from a Black, Asian and Minority Ethnic background are over-represented – are disproportionately affected by climate change. This programme seeks to ensure

interventions are targeted at those who need them most, for example the Greener Schools prioritises projects from schools with a higher proportion of free school meal students.

- **Health in All Policies** – This programme's action on mitigating climate change delivers health benefits by tackling air pollution, improving workspaces through energy-efficient buildings, and encouraging more active and sustainable modes of transport.
- **Resilience** – By investing in efforts to boost the generation of energy from renewable sources and prioritising local energy solutions the resilience of London's energy supply can be strengthened. Investing in energy efficiency alongside this will reduce London's energy consumption but also reduce London's reliance on volatile fossil fuel prices. At the same time, we must adapt to the increasing risks posed by climate change. Infrastructure must be future-proofed to function in more extreme conditions, such as flooding or extreme heat, which place greater strain on the network and increase the risk of system failures.

### Monitoring delivery

The London-level outcome – London is a net-zero carbon city – will be monitored using the following indicator published annually through the London Energy and Greenhouse Gas Inventory:

Indicators	Source	Frequency	Lag	Availability
Greenhouse gas emissions in London (Millions of tonnes of CO <sub>2</sub> e & % reduction against 1990 baseline)	London Energy and Greenhouse Gas Inventory (LEGGI)	Annual	2 years	Publicly available

This delivery plan lays out the projects we will deliver across this programme to make a positive difference to the London-level outcome: Londoners is a net-zero carbon city. The following table collates the key programme outputs, we will track delivery of these to be sure that our work to contribute to the London-level outcome is on track.

1	Reducing emissions from London's buildings
1.1	<p><i>Delivering the Greener Schools initiative</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a) at least 35 schools funded by the Mayor's pilot have completed installations</li> <li>b) there is an agreed plan for how this scheme will catalyse more retrofitting of schools.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a) GLA funding allocations announced by Q1 2025-26</li> <li>b) additional government funding secured by Q2 2025-26</li> <li>c) installations and works completed on at least 35 schools by Q4 2025-26</li> <li>d) ways to continue this project have been explored and decided upon by Q1 2026-27.</li> </ul>
1.2	<p><i>Ensuring London's planning policies support a transition to a zero-carbon economy while delivering housing and economic growth</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a) London's planning decisions, and the policies in the upcoming London Plan, successfully meet the urgent need for housing growth whilst ensuring new development drives high levels of energy efficiency</li> </ul>

	<p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. new draft London Plan in consultation spring/summer 2026</li> <li>b. Energy Monitoring Report published by Q3 2025-26 and annually thereafter</li> </ul>
<b>2</b>	<p><b>Supporting a flexible, low carbon energy system</b></p> <p>2.1 <i>Delivering another round of the London Community Energy Fund.</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a) the eighth round of the London Community Energy Fund has funded more than 20 additional projects</li> <li>b) a new phase of the community energy taskforce has supported the community energy sector to develop a strategy for its own growth and development, including engaging with GB Energy</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a) 20 additional projects in a grant agreement by Q4 2025-26</li> <li>b) the community energy taskforce has been convened and made recommendations on steps the sector needs to achieve its ambitions by Q1 2026-27</li> </ul>
2.2	<p><i>Supporting the GLA Group to consume and generate clean power.</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a) the GLA Group is powered by renewable electricity</li> <li>b) the GLA Group has used its significant power demand to drive the generation of clean power from new renewable energy assets</li> <li>c) each functional body has an agreed strategy for clean power, having explored the merits and limits of various options including PPAs</li> </ul> <p>Expected delivery</p> <ul style="list-style-type: none"> <li>a) every functional body has a clean power strategy in place and is implementing their solution by Q1 2026-27</li> <li>b) TfL has successfully entered further PPAs by Q4 2027-28</li> </ul>
<b>3</b>	<p><b>Enabling the financing of the transition</b></p> <p>3.1 <i>Driving a pipeline of viable and investible decarbonisation projects</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a) the ZCA has supported approximately 50 investment-ready decarbonisation projects with most of those projects moving into delivery having secured grant or loan finance from government, the London Climate Finance Facility or elsewhere</li> <li>b) the new RE:FIT 5 framework is accessible to all public sector bodies and supporting the delivery of decarbonisation projects in London</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a) 50 investment-ready projects have been supported by the ZCA by Q1 2026-27</li> <li>b) RE:FIT 5 procurement complete and framework available for use by Q4 2025-26</li> </ul> <p>3.2 <i>Financing projects through the Mayor's London Climate Finance Facility</i></p> <p>Success:</p>

	<p>a) All existing GLA funds are successfully committed to projects, providing low-cost finance that enables a wide range of decarbonisation activity across London</p> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a) 100 per cent of the initial £500 million Green Finance Fund is allocated by Q4 2027-28</li> <li>b) The first EDGE-funded project is agreed by Q1 2026-27.</li> </ul>
3.3	<p><i>Developing a new strategy for enabling London to access green finance at scale</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a) we have a credible, realistic strategy on how to achieve a step-change on green finance</li> <li>b) we are clear on how and where the GLA best adds value in this area as London's strategic authority</li> <li>c) we have begun to implement this new strategy, working across the London system.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a) a Climate Finance Taskforce has been launched by Q3 2025-26 with recommendations made by the end of Q4 2025-26</li> <li>b) those recommendations have been used to reach agreement on the GLA's strategy and approach to green finance in London by Q1 2026-27</li> </ul>
<b>4</b>	<b>Tackling emissions from waste and promoting a circular economy</b>
4.1	<p><i>Support London's waste authorities, citizens, and businesses to reduce waste, reduce carbon emissions and increase circularity</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a) the Mayor has leveraged his statutory powers and convening role to work effectively with key partners to support waste minimisation and increase recycling, reuse, and repair</li> <li>b) Mayoral planning decisions, and the policies in the upcoming London Plan, successfully meet the urgent need for housing and economic growth whilst ensuring we reduce waste and transition towards a circular economy</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a) the Deputy Mayor chairs quarterly board meetings and engages with the Chief Executive on an ongoing basis to ensure ReLondon's activities are driving reductions in waste, and increasing recycling and adoption of circular practices</li> <li>b) new Draft London Plan in consultation by Spring/Summer 2026</li> </ul>
<b>5</b>	<b>Leading by example and connecting Londoners with our net-zero ambition</b>
5.1	<p><i>Maintaining London's role in climate leadership</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a) London continues to be a global exemplar on climate change, with strategic leadership deployed through the Mayor's role in C40 and other key partnerships</li> <li>b) London Climate Action Week continues to grow in prominence, helping to connect Londoners to the Mayor's net-zero ambition</li> <li>c) the retrofit of the historic Royal Institution is complete, significantly reducing the building's carbon footprint and creating a template for retrofit in historic buildings</li> </ul> <p>Expected delivery:</p>

	<ul style="list-style-type: none"> <li>a) new LCSC commissioners are announced by Q3 2025-26</li> <li>b) the GLA plays an active role in plans for London Climate Action Week annually</li> <li>c) the Mayor engages and leads the C40 World Mayor's Summit in Q3 2025-26</li> <li>d) the Mayor's new London's Climate Action Plan is published by Q4 2025-26</li> <li>e) Royal Institute GLA-funded building retrofit works completed by Q4 2026-27 with dissemination of learning in the six months thereafter</li> <li>f) a comprehensive London Energy and Greenhouse Gas Inventory published annually in Q3</li> </ul>
5.2	<p><i>Ensuring the GLA Group is leading by example</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a) the GLA Group is actively demonstrating best practice in embedding climate change awareness and actions across its functions, including budget-setting, decision-making and procurement</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a) publication of the Climate Budget in Q3 2025-26 and annually thereafter</li> <li>b) 75 per cent of GLA staff trained in climate literacy by Q4 2027-28</li> <li>c) delivery of the objectives of the GLA Group Responsible Procurement Delivery Plan by Q4 2027-28</li> </ul>