

## **Mayoral Mandate Reducing Inequalities**

### **Introduction**

Since becoming Mayor of London, I have been determined to make our magnificent, diverse city a fairer place, where everyone is equally respected and valued. Tragically, too many Londoners still face structural disadvantages, with the situation exacerbated by the policies of the previous government. This often leads to limited opportunities and unfair outcomes. It can also contribute to a lack of trust and confidence in the public services that exist to address these barriers.

Since becoming Mayor, my Equality, Diversity and Inclusion strategies have made a positive difference. This has included supporting those facing financial hardship; and taking action to tackle the structural barriers that prevent many from participating in our democracy. Likewise, my Public Health unit, and my Health Inequalities Strategy, have supported both the GLA Group and the capital's health and care systems, in their work to reduce health-related inequalities.

Bold action – such as introducing the advertising ban on unhealthy food products on the transport network, delivering 250,000 mental health and wellbeing champions, and improving air quality across the capital – have had a tangible impact. I have also used my influence to convene and encourage members of the London Anchor Institutions' Network, and others, to tackle inequality. This has included creating good work and progression opportunities for Londoners facing disadvantages in the labour market. This mandate commissions my City Hall team to build on this legacy by defining how the GLA will continue to tackle inequalities during my third Mayoral term.

I expect this mandate to be read alongside my mandates for supporting Londoners to benefit from growth; supporting and inspiring young London; and accommodation and wider support for those who need it most. I expect the delivery plans for these to be developed in tandem, given these programmes' shared ambitions to improve public health and pathways into good work for those experiencing disadvantage.

### **Strategic objectives**

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 towards. The core outcomes to which this programme should contribute are: Londoners are treated fairly and with dignity; Londoners can have a say in the running of the city; Londoners get on with and support each other; Londoners' incomes meet their everyday needs; and Londoners have access to a health and care system that supports them when they need it.

I expect this programme to: prioritise tackling inequalities in partnership (particularly other public services); lead by example, and support the GLA Group's efforts to tackle structural and health inequalities; and continually assess where it is appropriate for the GLA to make direct interventions, as the core modes of delivery.

### **Programme approaches and priorities**

The delivery plan for this programme should focus on activity that delivers the core outcomes:

1. Londoners are treated fairly and with dignity: These projects should embed fair treatment and dignity in the GLA's work by involving Londoners in shaping policies, improving

equalities practices, and building trust with diverse communities. This helps the GLA more effectively tackle inequality across its programmes.

2. Londoners can have a say in the running of the city: These initiatives should focus on ensuring that Londoners – especially those with protected characteristics, or facing inequality – can influence decisions that affect them. This work should strengthen relationships between communities and the GLA.
3. Londoners get on with and support each other: These projects should promote unity among Londoners by delivering city-wide messages and resources that encourage mutual support and understanding. They should also work alongside programmes that celebrate community, cultural and sporting events.
4. Londoners' incomes meet their everyday needs: These efforts should use city-wide data and evidence to influence government policies that support low-income Londoners. They should also include direct support programmes to help residents increase their income and reduce everyday living costs.
5. Londoners have access to a health and care system that supports them when they need it: These projects should provide resources to help shape London's health and care systems to better meet residents' needs and reduce health inequalities. This work is to align with new national reforms that give regional mayors a formal role in NHS governance.
6. Londoners live in a city that supports their mental and physical health: These projects should target key health challenges such as cardiovascular disease and mental wellbeing. By applying a Health in All Policies approach, this work should ensure that all GLA policies contribute positively to Londoners' health.

### **Contribution to cross-cutting priorities**

The programme should identify where we can make a substantive positive contribution to the areas identified as cross-cutting priorities for the GLA. Given the nature of this programme, I expect its main contribution to be to addressing structural inequalities and health in all policies.

### **Resources**

This programme currently draws upon a revenue budget (excluding core GLA staffing costs) of circa £8.8m. This includes contributions to my public health agenda made by the Mayor's Office for Policing and Crime; the Violence Reduction Unit; Transport for London; the London Fire Commissioner; and the Old Oak and Park Royal Development Corporation. Of this, £3.6m is non-recurrent funding. The delivery plan should set out how these funds can be used to support delivery of this mandate. I am also keen to see how further funding, should it become available, might be used to accelerate delivery.

### **Senior responsible owner**

I expect the Assistant Director for Health, Children and Young Londoners, to be the senior responsible owner of this programme. My Deputy Mayor for Communities and Social Justice, my Deputy Mayor for Business and Growth, and my Senior Health Adviser will provide ongoing oversight and political direction, along with other colleagues from my office.

### **Next steps**

I expect the Mayoral Delivery Board to recommend a delivery plan for this programme to me, in line with our governance and oversight arrangements.

**November 2025**

## REDUCING INEQUALITIES – DELIVERY PLAN

### Introduction

The GLA has identified several London-level, long-term outcomes that reflect Londoners' aspirations for the city; the GLA, in partnership with others, is working towards these. The Mayoral [mandate](#) makes it clear that this programme should be contributing to the following outcomes:

- Londoners are treated fairly and with dignity
- Londoners can have a say in the running of the city
- Londoners get on with and support each other
- Londoners' incomes meet their everyday needs
- Londoners have access to a health and care system that supports them when they need it
- Londoners live in a city that supports their mental and physical health.

The table below shows how these London-level outcomes will be measured:

London-level outcome	How it will be measured
Londoners are treated fairly and with dignity	<ul style="list-style-type: none"><li>• Proportion treated unfairly in the last 12 months because of one or more protected characteristics, or because of their social class</li><li>• Number of hate crime offences</li><li>• Pay gaps (gender, ethnicity, disability)</li></ul>
Londoners can have a say in the running of the city	<ul style="list-style-type: none"><li>• Proportion of eligible adults registered for local elections</li><li>• Proportion who agree that they can personally influence decisions affecting their local area</li></ul>
Londoners get on with and support each other	<ul style="list-style-type: none"><li>• Proportion who agree that, in their local area, people from different backgrounds get on well together</li><li>• Proportion who definitely agree, or tend to agree, with the statement: 'If I needed help, there are people who would be there for me'</li><li>• Proportion who have engaged with formal or informal volunteering in either the last 12 months or the last four weeks</li></ul>
Londoners' incomes meet their everyday needs	<ul style="list-style-type: none"><li>• Proportion struggling to make ends meet; or having to go without basic needs</li><li>• Proportion living in households that earn less than 50 per cent of the contemporary median household income, after housing costs (severe low income)</li><li>• Proportion with household bills in arrears</li></ul>
Londoners have access to a health and care system that supports them when they need it	<ul style="list-style-type: none"><li>• Public satisfaction with the NHS</li><li>• Public satisfaction with social care</li><li>• Premature death from cardiovascular disease (under-75 mortality rates from all circulatory diseases)</li></ul>

Londoners live in a city that supports their mental and physical health	<ul style="list-style-type: none"> <li>• Healthy life expectancy at birth for males and females separately</li> <li>• Life expectancy at birth for males and females separately</li> <li>• Infant mortality rate</li> </ul>
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## Setting out the scale of the challenge

London's diversity is its greatest asset – shaping London's economy, culture and vibrancy of life across the city. However, years of austerity, a global pandemic and a cost-of-living crisis, compounded by past government policies, have had a major impact. This has highlighted the effect of long-standing inequalities faced by some of London's communities. A city that, in 2010, was beginning to see a narrowing of the inequality gap across the spectrum of social policy, is now seeing that gap widen again.

Despite being the wealthiest city in the UK, London has the highest poverty rate of any UK region, with 26 per cent of residents living in poverty after housing costs. The poverty has a disproportionate impact on Black and Minority Ethnic Londoners; working-class Londoners; disabled Londoners; single parents; and single pensioners. Income inequality is more pronounced in London than anywhere else in the country. For those at the bottom of the income scale, the challenges are even more severe – after housing costs, their incomes are 30 per cent lower than their counterparts in other parts of the UK.

Health inequalities in London are significant and deeply entrenched. Data shows that average healthy life ranges from 58 years in the city's most deprived neighbourhoods, to 70 years in the most affluent. Significant health inequity persists in health outcomes between different communities. For example, South Asian and Black Londoners are up to four times more likely than the Londoners who identify as White to develop and live with the life-limiting effects of heart disease and other related conditions.

These inequalities have profound impacts on social and economic outcomes for Londoners. They are also interconnected and mutually reinforcing – impacting on issues such as economic and labour market inequality; educational attainment; insecure housing; unequal access to justice; experiences of safety; and opportunity to participate in London's life. This cycle of disadvantage can be passed down through generations, making it harder for individuals and communities to break free from poverty and marginalisation. The COVID-19 pandemic further exposed these disparities: London experienced the highest rise in premature deaths in 2020, and this disproportionately affected its most deprived communities. Tackling these disparities is essential to creating a fairer, healthier and more resilient London.

Addressing this requires us to hear the voices and experiences of Londoners most affected by inequality; and to put these at the heart of policies and programmes across the GLA. This is how we can maximise these projects' impact on inequality; and deliver work that meets these Londoners' needs. However, trust and confidence in public services varies across London's communities. Those experiencing inequality are under-represented in shaping the work of London's public services. This requires the GLA to develop ways of actively involving, and working with, those experiencing inequality in London.

## The GLA's role in addressing inequality in London

The Mayor's ambition is to make London a place where everyone is equally respected, valued and empowered to thrive. Many of the tools needed to deliver this ambition, and address the systemic inequality experienced by Londoners, lie beyond the GLA's direct control – national policy and the structure of London's economy play a significant role in shaping outcomes. However, as a strategic

authority with responsibilities for social development and reducing inequalities, the GLA has a critical role to play in driving meaningful change. Our activity falls into the following three categories:

- **Supporting the Mayor's role as a system leader:** Setting out the vision for the change we want to see across London, through convening and working collaboratively with boroughs, civil society, communities, national government and other partners to co-design and deliver solutions that address the root causes of inequality
- **Leading by example:** Ensuring that the GLA's and the GLA Group's own operations, programmes and policies, and funding work to directly address inequality, improve health, reflect the values of equity and inclusion, and serve as a model for others to drive wider change
- **Making direct interventions:** Targeting GLA resources and programmes to address key, cross-cutting drivers of inequality that impact on Londoners, using data and lived-experience insight to guide impactful and sustainable action.

These approaches are mutually reinforcing. For example, evidence from the GLA's programmes and direct intervention are used to support system leadership, leveraging the support needed from other partners to address inequality challenges across London. By targeting resources where they are needed most, and embedding equity into every aspect of its work, the GLA aims to make a step change – ensuring that *all* Londoners can benefit from the city's opportunities; contribute to the city's life; and thrive in a fairer, more just London.

### **The Reducing inequalities delivery plan**

Work to address structural inequality in London requires a cross-cutting approach and is therefore woven throughout every one of the GLA's strategic programmes. Delivery of the reducing inequalities programme is closely aligned with other key programmes, including:

- Supporting and inspiring young Londoners
- Supporting Londoners to benefit from growth
- Accommodation and wider support for those who need it most
- Supporting community, cultural and sporting events in London.

It also requires dedicated work to address specific issues of financial hardship and health inequality; and support to ensure that Londoners have a bigger say in the decisions affecting their lives; and that their experiences shape work across the GLA.

This delivery plan therefore focuses on two areas of work:

- **Projects that enable the GLA to understand and act on the experiences of London's diverse communities,** ensuring that the GLA's work is focused on addressing inequality – both within this mandate and across all other mandates. This work primarily contributes to the London-level outcomes to ensure that Londoners are treated fairly and with dignity; and Londoners can have a say in the running of the city
- **Work to address key cross-cutting drivers of inequality in London** that impact across the breadth of the GLA's work but require a dedicated focus to address them effectively – particularly in relation to poverty and financial hardship, and health inequalities. This work primarily contributes to the following London-level outcomes:

- Londoners' incomes meet their everyday needs
- Londoners have access to a health and care system that supports them when they need it
- Londoners live in a city that supports their mental and physical health.

This delivery plan also sets out plans and resources for cross-cutting programmes that contribute to several Mayoral mandates, including action to strengthen social cohesion and the London Anchor Institutions' Network (LAIN).

Details of the projects that will deliver this programme are set out below. They are organised according to the London-level outcome to which they contribute the most. Work to drive delivery of each London-level outcome includes activity as a system leader, to lead by example; and direct delivery according to the GLA's strengths and resources, and its overall regional leadership role.

## 1. Londoners are treated fairly and with dignity

These projects aim to ensure that Londoners can inform and shape the GLA's work; improve equalities practice across the GLA; and strengthen the trust of London's diverse communities in its public services. This action ensures that work across the GLA is more effective, across its work, in addressing the inequality experienced by Londoners.

- 1.1. *Engaging Londoners to shape GLA Group programme and policy delivery.* We will support the forums that are chaired by the Deputy Mayor for Communities and Social Justice, and that work with communities and equity-led groups across London to help provide insight and strategic direction to the GLA's work; and ensure it addresses inequality. These include the Mayor's Equality, Diversity and Inclusion (EDI) Advisory Group; the Deaf and Disabled People's Organisations Forum; race equality roundtables; and new forums for engagement with groups representing LGBTQIA+ Londoners, older Londoners, and women and girls.

We will know this project has succeeded when the following occurs:

- a. Equalities groups report that their experiences are reflected in the GLA's policies and programmes, and they can see how they help shape the GLA's work.
- b. Equality impact assessments (EqIAs) produced by the GLA can show how they are informed by the experience and expertise of equity-led groups.

Expected delivery:

- a. The Mayor's EDI Advisory Group will meet quarterly. Other forums will meet at least twice a year. Delivery will take forward the actions and outputs from these forums. We will seek feedback from equity-led partners yearly, and act on their recommendations.
- 1.2. *Embedding and promoting equality and equity.* We will embed an improved approach, meeting statutory equalities duties at every level of the organisation, to fulfil the GLA's statutory public sector equality duty. This includes embedding use of EqIAs and associated resources; and ensuring that London's communities are represented in GLA decision-making.

We will know this project has succeeded when the following occurs:

- a. We see an increase in the use of tools (including EqIA toolkits, and GLA engagement good practice) across City Hall-led programmes and initiatives. This will demonstrate an understanding of, and response to, key equalities issues and their impact on communities.

Expected delivery:

- a. We will embed a strengthened approach to the use of EqIAs by the end of 2025. Feedback will be sought from GLA teams yearly.

1.3. *Enabling increasing trust and confidence in public services.* This will comprise the following:

- **London Anti-Racism Collaboration for Health (LARCH)** – The pandemic shone a spotlight on the ethnic disparities in health outcomes in London. It showed the urgency of understanding and addressing structural and institutional racism as a determinant of health, and a driver of health inequalities across different ethnic groups. Resource will support delivery of LARCH to address these inequalities.

We will know this project has succeeded when the following occurs:

- a. London's NHS Maternity Service Transformation Programme has adopted recommendations and best practice identified through delivery of LARCH; and there is clear evidence of improvements. These include increased adoption of anti-racist practices; reduced ethnic disparities in maternal health outcomes and improved service satisfaction scores and community confidence scores. Metrics and data are to be agreed as part of partnership arrangements.

Expected delivery:

- a. Agreement of a LARCH delivery plan with NHS partners by summer 2026, subject to publication of the government's Maternity Services Review (our LARCH implementation will build on this).

## 2. Londoners can have a say in the running of the city

These projects aim to ensure that the GLA's work is informed by Londoners' experiences and priorities – particularly those who are experiencing inequality and have protected characteristics. It includes activity to help build relationships between London's diverse communities; and enable more Londoners to influence the decisions that affect them.

2.1 *Working with London's communities.* This will comprise the following:

- **Talk London: City Hall's online community** – The Talk London service is set up as an enabling service, to help policy and programme teams achieve their aims. Talk London will be used to engage with Londoners and bring their voices into City Hall, to help make better policies and programmes.
- **Strengthening engagement and partnership with London's communities** – Work will bridge the gaps between Londoners and City Hall. This includes stakeholder forums; outreach and relationship-building with communities and groups that organise at a city-wide level; the Mayor of London community newsletter; and action to strengthen engagement practice across the GLA. This includes support for groups to navigate policy teams and mechanisms, so they can share insight from communities across the GLA.

- **Strengthening the role of faith organisations in supporting Londoners** – We will establish robust mechanisms for engagement with the faith sector to address the barriers these communities face in policymaking; and to strengthen the role of faith-led civil society organisations in targeting inequalities.
- **Strengthen capacity in the voluntary, community and social enterprise (VCSE) sector to tackle inequality through partnership** – We will establish mechanisms for VCSE organisations to engage in, and provide insight and intelligence to, Mayoral and other London partnership structures. This work will help shape interventions, policy and practice – including supporting these organisations’ involvement in LARCH, to address issues such as racial inequities in maternal health. We will also build community readiness for emergencies, by supporting the London Communities Emergencies Partnership to strengthen the preparedness of London’s voluntary, community and faith sectors in response to emergencies. This work recognises that moments of crisis are experienced more by those experiencing inequality. It includes supporting collaboration across sectors; greater inclusion of community voices in emergency planning; and increased local capacity to support vulnerable Londoners during emergencies.

We will know this project has succeeded when the following occurs:

- a. We see an increase in the proportion of Londoners – particularly those experiencing inequality – who feel that their views and experiences are reflected in the GLA’s work.
- b. VCSE organisations report that they can support the development and delivery of the GLA’s programmes, improving their impact for Londoners who experience inequality.
- c. The London Communities Emergencies Partnership reports that it is supported by the GLA in enabling VCSE organisations to provide support in moments of crisis.

Expected delivery:

- a. We will have established stronger mechanisms for engaging with London’s faith sector by November 2025.
- b. GLA teams will receive an improved offer of engagement support from Summer 2025. We will seek feedback from community partners yearly, on changes in how they are involved in work across the GLA.
- c. Funding agreements for city-wide VCSE partners to support engagement, and build community resilience, will be in place by October 2025.

- 2.2. *Civic and democratic participation.* Some communities in London are more likely to be under-registered and under-represented in democratic activities. This will have an impact on their ability to shape the decisions that affect their lives; and make their needs less likely to be met. Work will deliver non-party-political, pan-London activity to increase democratic and civic participation. This will include working with a broad coalition of partners – including professional and statutory bodies, and civil society organisations, to increase voter registration rates.

We will know this project has succeeded when the following occurs:

- a. There is an increase in voter registration, in particular from communities who are currently under-represented and under-served, as shown in annual MHCLG data.



Expected delivery:

- a. London Democracy Week and Voter Registration week take place annually in March and September respectively. They are part of a year-round programme of work that supports partners across all London boroughs to deliver activities that improve civic and democratic participation.

2.3. *Influencing London's collaborative funding model to support the Mayor's priorities.* We will work in partnership with funders in London, and funding networks, to ensure available resources help to address inequality in London. These include the following:

- **London Funders membership** – Resource to support engagement with London Funders, the sole membership network for London's funders and social investors, and a key strategic partner for the GLA.
- **Establishing Propel and the Collaboration Circle** – Propel will be a 10-year pooled fund made up by partners known as the Collaboration Circle coordinated by London Funders, seeking to support equity-led civil society groups to drive systemic change and tackle structural inequalities in London. We will learn from this to influence wider funding practice.

We will know this project has succeeded when the following occurs:

- a. At least two more funders agree to partner, match fund and collaborate on a pooled funding programme for London through the Collaboration Circle. This will support Londoners to build skills; ensure greater access to youth work and opportunities; and support those facing financial hardship.

Expected delivery:

- a. We aim to have match or pooled funding arrangements agreed by April 2026.

### 3. Londoners get on with and support each other

These projects will focus on providing city-wide messages, resources and support for activity that enables Londoners to strengthen relationships across the city's diverse communities and strengthen social cohesion. It will work closely with the programme to support community, cultural and sporting events in London.

3.1. *Loved and Wanted; community support, and activity to support social cohesion.* We will work with civil society and faith partners across London to establish a network of local Loved and Wanted venues (as part of the Mayor's Loved and Wanted campaign); and work to strengthen social cohesion in London. These sites will provide a local focus for the delivery activity that strengthens relationships across communities. This will help to ensure Londoners feel Loved and Wanted in the city. Building on this, we will work to strengthen the drivers of social cohesion in London. This work includes developing partnerships that address the issue at a city-wide scale.

We will know this project has succeeded when the following occurs:

- a. 15 Loved and Wanted venues are established in London. Evaluation will show that Londoners report strengthened relationships across communities, improved participation in local civic life and stronger social cohesion in their area.

Expected delivery:

- a. The Loved and Wanted Community Fund will be launched in September 2025.
- b. Community organisations will be awarded funding in January 2026.
- c. Loved and Wanted venues will be established by March 2026. Delivery of activity across the venues will be reported every quarter. This reporting will include the number and demographics of Londoners reached, and the impact on feelings of support, and on social cohesion.

#### 4. Londoners' incomes meet their everyday needs

These projects include work to shape the policies and practice of central and local government. They use city-wide insight and evidence to ensure those policies benefit Londoners living on a low income. Projects will also support pan-London programme delivery that directly supports Londoners to increase their incomes and reduce household costs.

- 4.1. *Working with national and local government to tackle poverty.* The programme provides the resource to support the development of key central and local government policy and practice. This ensures that they drive action to tackle poverty in London. Relevant policy and practice include the following:

- **National child poverty strategy** – The government has started work on a new national child poverty strategy, as part of its mission to ‘break down barriers to opportunity at every stage’. We will work with the government to ensure that the strategy reflects the needs of Londoners living in poverty.
- **Review of Universal Credit** – The government has pledged to review Universal Credit “so that it makes work pay and tackles poverty” and “to end mass dependence on emergency food parcels”. We will work with the government to ensure the review reflects the needs and experiences of Londoners.
- **Building a Fairer City legacy** – The London Partnership Board’s Building a Fairer City action plan programme was developed in partnership with communities, in response to the pandemic and the cost-of-living crisis. This work aimed to encourage system leaders to work together, to address structural inequality in London. Actions from Building a Fairer City have been embedded across the GLA and partner organisations. A Building a Fairer City legacy programme will deliver activity to support adopting the new socioeconomic duty of the Equality Act 2010 across the GLA Group.
- **Working with London’s boroughs** – We will continue existing activity with London’s boroughs to support a more consistent approach to evaluating crisis support schemes. We will also develop links with London’s Integrated Talent System, and wider support for Londoners.

We will know this project has succeeded when the following occurs:

- a. Local, regional and national government have adopted policies that will address poverty and financial hardship in London (including the GLA’s adoption of the socioeconomic duty of the Equality Act 2010); and we can evidence how they have been shaped by insight from London’s programmes.

- b. We can demonstrate improvements in family income, using metrics that align with emerging government policy.

Expected delivery:

- a. Delivery depends on external partners' timetables for developing policies and strategies.
- b. We will have identified the actions needed to ensure the GLA meets the socioeconomic duty of the Equality Act 2010 by the end of 2025; and we will have agreed an action plan by February 2026. Progress, and the impact of measures taken to adopt the duty, will be reviewed by February 2027.

- 4.2. *Income maximisation and child poverty.* The GLA will work in partnership with statutory and voluntary-sector organisations to help boost Londoners' income and reduce their costs. There will be a particular focus on advice provision and the take-up of financial support.

We will know this project has succeeded when the following occurs:

- a. Londoners targeted by the GLA's income maximisation programme are aware of their entitlements; claiming the support they are due; and accessing wider services in settings where provision is located. We aim to reach up to 130,000 Londoners, improving incomes by up to £50m by March 2028.

Expected delivery:

- a. The next phase of the GLA's benefit take-up campaign will launch in November 2025.
- b. The GLA will launch a face-to-face financial advice programme, focused on families, in January 2026. The project will report quarterly on reach and income gains.

- 4.3. *LAIN:* This is London's first ever city-wide initiative, spearheaded by the Mayor of London, that commits institutions to work together – using their procurement, workforce and estate-management capacity for social, economic and environmental benefit. This programme aims to support inclusive growth, thereby addressing the financial hardship experienced by some Londoners; and contribute to tackling inequalities (including health inequalities through promoting 'good work' as a wider determinant of health). It also contributes to other programmes, including work to deliver a greener, more climate-resilient London.

We will know this project has succeeded through sustained improvements across all LAIN metrics, as follows:

- a. Anchor institutions are creating more inclusive workplaces:
  - i. supporting more Londoners from under-represented backgrounds to enter into and progress in good work, with a particular focus on the recruitment and retention of disabled Londoners
  - ii. supporting more working parents to remain and progress in work through implementing more family-friendly policies within their workplaces and exploring opportunities to support the early years and childcare sector.
- b. Anchor institutions are supporting inclusive growth by buying more goods and services from diverse-led small and medium-sized enterprises (SMEs) by:

- i. carrying out more targeted outreach work, to publicise contract opportunities to diverse-led SMEs and build supplier readiness
  - ii. simplifying tendering processes to make them more accessible to SMEs.
- c. Anchor institutions are supporting disadvantaged young people to thrive by:
  - i. offering positive opportunities that enable young people to build trusted relationships; access new networks; acquire new skills; and develop confidence and coping strategies
  - ii. recruiting more of their staff to train as mentors for young people, through the New Deal for Young People programme and other mentoring programmes
  - iii. improving the quality of their own mentoring programmes
  - iv. developing and delivering training and resources for the youth sector.
- d. Anchor institutions are leading efforts to tackle the climate and ecological emergencies facing London by:
  - i. decarbonising their estates
  - ii. rolling out climate literacy training for their staff (and students, where applicable)
  - iii. building London's climate resilience by implementing adaptation projects.

Expected delivery:

- a. Officers will convene LAIN through regular meetings of members; deliver a comprehensive stakeholder engagement programme; and create the climate for collaborations between partners to deliver the projects that enable the metrics described above.
- b. LAIN will produce an impact report annually, at the end of each financial year.

## **5. Londoners have access to a health and care system that supports them when they need it**

These projects will provide the resources to support the Mayor in influencing and shaping London's health and care system, to ensure that it meets Londoners' health needs, and addresses health inequalities. We will build on the government's new health and care reforms, which sets out a more formally defined role for strategic authority Mayors in the governance of the NHS and in its relationship with the Department of Health and Social Care (DHSC).

- 5.1. *Health and care system leadership.* Officers support the Mayor, the Mayor's Office and officers from across the GLA Group to engage with and influence the London Health and Care partnership to ensure it best addresses the health needs of Londoners. This includes working together as health and care system reforms unfold to ensure tackling health inequalities remains a priority. This relationship will evolve as the full impact of the reforms and legislation takes effect.

We will know this project has succeeded when the following occurs:

- a. We have established the Mayor's formal role as part of health and care reforms, with new governance arrangements which enables action that tackles health inequalities.

Expected delivery:

- a. A health improvement board, chaired by the Mayor, is established by 2027, supported by a health and care partnership for London. This board will maintain oversight of a Health Improvement Plan, prepared and delivered by London's health and care partners.
- b. The Mayor is supported, as needed, in his role to jointly appoint the Regional Director of Public Health for London as the Statutory Health Adviser to the Mayor.

5.2 *Health Mission and Health Innovation Zone.* We will support the Mayor in influencing the adoption and spread of innovation in the health and care sector, and its contribution to economic growth, through leadership of the Health Mission. We will also support the Mayor in bidding for, and delivering, a Health Innovation Zone for London.

We will know this project has succeeded when the following occurs:

- a. London is recognised as a Health Innovation Zone, with a delivery plan agreed with partners; and, through its work, Londoners experience improved support across the health and care system.

Expected delivery:

- a. A task-and-finish partnership group, involving a broad range of health care and life sciences partners, is established and led by senior officers of the Mayor's Office and the NHS by December 2025.
- b. By 2026 (pending confirmation by DHSC), there is, in preparation, a comprehensive, evidence-based bid to the government to secure London's role as a Health Innovation Zone.
- c. From 2026, a long-term plan is in place to deliver the 10-year London Health Mission. London's life sciences sector and the NHS are working towards shared objectives agreed through the successful bid to the government.

5.3 *Health Inequalities Strategy Implementation Plan.* Activity within the Health Inequalities Implementation Plan helps to ensure that action tackling health inequalities is embedded across the GLA Group's work. Resource is provided for the coordination and oversight of delivery across the GLA.

We will know this project has succeeded when the following occurs:

- a. Key commitments set out within the Health Inequalities Strategy Implementation Plan 2025-28 are delivered. Reporting of progress against these key commitments is built into the breadth of Mayoral Programmes taking a Health in All Policies (HiAP) approach.

Expected delivery:

- a. We will produce an annual public statement detailing progress against success measures set out in the Health Inequalities Strategy.

5.4. *Mayor's Tests on NHS reconfiguration:* The Mayor's Four Tests ensure that any proposed transformation is equitable; evidence-based; and beneficial to Londoners. They will be applied to

priority health and care reconfigurations that take place across more than one borough, enabling the Mayor to take a systematic and objective view on the impact of major proposed health service changes on health inequalities in London, based on independent reviews commissioned from external experts.

We know this project has succeeded when the following has occurred:

- a. We can evidence that NHS reconfiguration programmes, covering geographical footprints larger than a single borough, are influenced by the independent evidence-based assessment of the Mayor's Four Tests.

Expected delivery:

- a. The current reconfiguration of services at Mount Vernon Hospital will be independently assessed; and the Mayor will provide his views to the NHS consultation, currently under way, by the end of 2025-26.
- b. As future NHS reconfigurations are announced by the government, future plans will be developed for applications of the Mayor's Four Tests.

## **6. Londoners live in a city that supports their mental and physical health**

This work is focused on projects addressing priority health and wellbeing concerns faced by Londoners – including cardiovascular health, and mental health and wellbeing. A HiAP approach will also maximise the opportunity for a positive health and wellbeing impact from the full range of Mayoral policies delivered across the GLA Group.

- 6.1. *Working in partnership to support public mental health and wellbeing.* In partnership with NHS and local authority partners, we fund Thrive LDN to deliver core services (producing research and insights, engaging communities, and convening system partners) and direct project delivery (community resilience, policy input to work and health, and LARCH).

Given wider health and care systems reform, health and care partners will undertake a review of Thrive and its future function from 2026-27 onwards.

We will know this project has succeeded when the following occurs:

- a. ThriveLDN has delivered project objectives by March 2026 including:
  - i. legacy handover for the Mental Health Champions project
  - ii. the Right to Thrive project continues to be delivered; and is integrated into a work and health portfolio, and into LARCH.
- b. A partnership review of public mental health needs, capability and service review has been completed – leading to a refresh of ThriveLDN's role and function.

Expected delivery:

- a. Quarterly contract reporting during 2025-26 shows delivery of core and project objectives.
- b. Review to be completed by the end of 2025-26; and a refreshed partnership approach is agreed in 2026-27.

6.2. *Action to use the creative and cultural assets of London to improve wellbeing.* This will comprise the following:

- **Creative Health Alliances** – We will explore the development of Creative Health Alliances pilots for young Londoners (aged 11-25) who've recently joined, or are at risk of joining, Child and Adolescent Mental Health Services waiting lists. This work will leverage creative cultural activities as therapeutic interventions, by integrating culture, mental health support and community resources. This work relates to, and will report into, the Supporting and Inspiring Young Londoners programme.
- **Dementia Friendly Venues Charter** – The Mayor's accreditation programme for cultural venues across London, ensuring all Londoners with dementia, and their carers, can access local dementia-friendly venues.

We will know this project has succeeded when the following occurs:

- a. Young people engaging with creative health alliance-supported projects see their wellbeing improve over the course of this Mayoral term. This delivery also contributes to the Supporting and Inspiring Young London programme target, to create 250,000 opportunities for young Londoners in need by 2028.
- b. 140 Dementia Friendly Charter Venues are providing a safe, welcoming space for Londoners with dementia and their carers, and improving their confidence and wellbeing, by summer 2028.
- c. By March 2028, a long-term sustainable system is in place, led by culture partners in London, to continue the accreditation programme.

Expected delivery:

- a. Baselines to be set for the creative health alliance, in line with the Supporting and Inspiring Young London programme timelines, for:
  - i. 200 positive opportunities created to support young people and professionals
  - ii. 2,640 hours of mental health support and capacity building
  - iii. 50 culture organisations participating.
- b. 140 cultural venues undertake an accreditation programme and are assessed by GLA officers to achieve charter status by Summer 2028.

6.3. *Action to improve heart health.* This will comprise the following:

- a. We will contribute to a regional partnership programme, **Million Hearts and Minds** – including a campaign to raise awareness about blood pressure, and prevention factors that reduce poor outcomes from heart disease.
- b. We will use resources in partnership with the London Ambulance Service Charity to increase the number of **public access defibrillators** in parts of London where there is currently limited or no access.

We will know this project has succeeded when the following occurs:

- a. Public awareness of heart health, and the action to take if people have high blood-pressure increases. because of the Million Hearts and Minds campaign.

- b. 200 additional public access defibrillators placed in areas of greatest need. This will increase Londoners' access to life-saving equipment; and improve their chance of survival in the event of a cardiac arrest. There is increased public awareness of, and confidence in, their use.

Expected delivery:

- a. Metrics and their baselines relating to the Million Hearts and Minds campaign are being developed by the Regional Director of Public Health. Reporting will be agreed by health and care partners.
- b. Defibrillators are expected to be in place by 2027, following a mapping exercise and stakeholder engagement to determine where they should be located.

6.4. *Action to mobilise the full range of Mayoral policies to improve health and wellbeing.* This work delivers on the Mayor's manifesto commitment to put health at the heart of policy – ensuring that the GLA Group's strategies, policies, programmes and services actively contribute to improving Londoners' health. It focuses on preventing illness; tackling health inequalities; and keeping people safe from threats to health. A key aspect of this work is supporting the Mayor of London's roles as a category one responder in civil contingencies, and a convener of London Resilience.

We will know this project has succeeded when the following occurs:

- a. The benefits realised through this collaborative approach within and across the GLA Group will be reported to the GLA Group Public Health Forum quarterly; including the contribution of shared service signatories; and positive impacts on health outcomes for Londoners.

Expected delivery:

- a. The GLA Group Public Health Forum will publish an annual report on [london.gov.uk](https://london.gov.uk); and provide an annual update to the GLA Group Collaboration Board.



## Delivery plan consolidated resources

Project	Revenue (£000)		
<b>1. Londoners are treated fairly and with dignity</b>			
<b>Sub-total</b>	<b>536</b>	<b>536</b>	<b>536</b>
1.1 Engaging Londoners to shape GLA group programme and policy delivery	40	40	40
1.2 Embedding and promoting equality and equity	446	446	446
1.3 Increasing trust and confidence in public services	50	50	50
<b>2. Londoners can have a say in the running of the city</b>			
<b>Sub-total</b>	<b>2,550</b>	<b>2,556</b>	<b>2,602</b>
2.1 Working with London's communities	1,119	1,122	1,167
2.2 Civic and democratic participation	393	396	397
2.3 Influencing London's collaborative funding model to support the Mayor's priorities	1,038	1,038	1,038
<b>3. Londoners get on with and support each other</b>			
<b>Sub-total</b>	<b>345</b>	<b>355</b>	<b>360</b>
3.1 Loved and Wanted; community support; and activity to support social cohesion	345	355	360
<b>4. Londoners' incomes meet their every day needs</b>			
<b>Sub-total</b>	<b>3,851</b>	<b>3,864</b>	<b>2,412</b>
4.1 Working with national and local government to tackle poverty	372	372	372
4.2 Income maximisation and child poverty	3,067	3,076	1,620
4.3 LAIN	412	416	420
<b>5. Londoners have access to a health and care system that supports them when they need it</b>			
<b>Sub-total</b>	<b>787</b>	<b>787</b>	<b>787</b>
5.1 Health and care system leadership	432	432	432
5.2 Action to support health innovation	150	150	150
5.3 Action to tackle structural and health inequalities	100	100	100
5.4 Mayor's Tests on NHS reconfiguration	105	105	105

<b>6. Londoners live in a city that supports their mental and physical health</b>			
<b>Sub-total</b>	<b>2,044</b>	<b>2,006</b>	<b>2,010</b>
6.1 Working in partnership to support public mental health and wellbeing	300	300	300
6.2 Action to use the creative and cultural assets of London to improve wellbeing	179	121	121
6.3. Action to improve heart health	150	150	150
6.4. Action to mobilise the full range of Mayoral policies to improve health and wellbeing	1,415	1,435	1,439
<b>Additional staff costs working across programmes</b>	<b>2,851</b>	<b>2,876</b>	<b>2,815</b>
<b>Reducing Inequalities</b>			
<b>Total</b>	<b>12,964</b>	<b>12,980</b>	<b>11,522</b>

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

The Reducing Inequalities programme will primarily contribute to delivering the following GLA cross-cutting priorities:

- **Addressing structural inequalities:** The Mayor of London has a duty to identify, and reduce, the impact of inequalities on those with protected characteristics, in accordance with the Equality Act (2010). This delivery plan supports this by enabling and strengthening work across all of the Mayor's programmes. This includes providing resources to enhance equalities practice across the GLA; and ensuring that London's communities, and those with protected characteristics, can better shape the development and delivery of the GLA's work.
- **HiAP:** This delivery plan supports the Mayor's commitment to tackling health inequities, by providing resources to develop and implement his Health Inequalities Strategy; and working to ensure that City Hall considers the health impacts of all our policies. HiAP is a collaborative approach to maximise physical and mental health considerations, and co-benefits, across GLA Group policies and programmes. HiAP, as a cross-cutting priority, means that teams consider the health opportunities and risks; seek health benefits, synergies and co-benefits between policy areas – or at least do no harm; and clearly show, where possible, how our activity improves health and contributes to reducing health inequalities in London.
- **Net zero, environment and resilience:** The Mayor is committed to tackling the climate, nature and air-quality emergencies, and aims to achieve net zero by 2030. These priorities consider the delivery of work throughout this delivery plan – these issues are not just about the environment. Climate change disproportionately affects those experiencing deprivation, as limited resources and systemic inequalities leave them more vulnerable to environmental hazards, displacement and health impacts. And so, London needs a 'just transition' – ensuring our efforts to tackle climate change are equitable, and benefit those most harmed by the effects of climate change. This delivery plan also includes resources for LAIN, which brings together partners across London to drive progress towards net zero, as part of an approach to addressing inequality in London.

## Monitoring delivery

The London-level outcomes will be monitored using the following indicators, reported annually in the Mayor's State of London report:

London-level outcome statement	Proposed indicator(s)	Source	Frequency	Lag	Availability
Londoners are treated fairly and with dignity	Proportion treated unfairly in the last 12 months because of one or more protected characteristics, or because of their social class	Survey of Londoners	Every 2-3 years	6 months	Needs commissioning
	Number of hate crime offences	MPS Crime Dashboard	Monthly	1 month	Publicly available
	Pay gaps (gender, ethnicity, disability)	ONS ASHE & APS	Annual	6 months	Publicly available
Londoners can have their say in the running of the city	Proportion of eligible Londoners (16 or over) registered for local elections	ONS	Annual	4 months	Public available
	Proportion who agrees that they can personally influence decisions affecting their local area	Survey of Londoners/ DCMS Community Life Survey	Every 2-3 years/ annual	6 months	Needs commissioning/ publicly available
Londoners get on with and support each other	Proportion who agrees that, in their local area, people from different backgrounds get on well together	MOPAC Public Attitude Survey	Continuous	2 months	Available from MOPAC
	Proportion who definitely agree or tend to agree. with the statement, 'If I needed help, there	DCMS Community Life Survey	Annual	5 months	Publicly available

	are people who would be there for me'				
	Proportion who has engaged with formal or informal volunteering in either the last 12 months, or the last 4 weeks	Survey of Londoners/ DCMS Community Life Survey	Every 2-3 years/ annual	5-6 months	Needs commissioning/ publicly available
Londoners' incomes meet their everyday needs	Proportion struggling to make ends meet; or having to go without basic needs	GLA YouGov polling	Monthly	Around 1 month	Via GLA Opinion Research Services
	Proportion living in households that earn less than 50 per cent of the contemporary median household income, after housing costs (severe low income)	Household Below Average Income, DWP	Annual	Varies, 3-4 months	Publicly available
	Proportion with household bills in arrears	Survey of Londoners/ Understanding Society	Every 2-3 years/ annual	6 months	Needs commissioning/ publicly available
Londoners have access to a health and care system that supports them when they need it	Public satisfaction with the NHS	Health Survey for England, UK Data Service	Annual	10 months	UK Data Service End User Licence
	Public satisfaction with social care	Personal Social Services Adult Social Care Survey NHS Digital	Annual	7 months	Publicly available
	Premature death from cardiovascular disease (under-75 mortality rates)	ONS	Annual		Publicly available

	from all circulatory diseases)				
Londoners live in a city that supports their mental and physical health	Healthy life expectancy at birth for males and females separately	ONS	Annual		Publicly available
	Life expectancy at birth for males and females separately	ONS	Annual		Publicly available
	Infant mortality rate	ONS	Annual		Publicly available

This delivery plan lays out the projects we will deliver across this programme to make a positive difference to the London-level outcomes: Londoners are treated fairly and with dignity, Londoners' incomes meet their everyday needs, Londoners have a say in the running of the city, Londoners live in a city that supports their mental and physical health, and Londoners have access to a health and care system that supports them when they need it. The following table collates the key programme outputs by the three strands.

We will track delivery of these to be sure that our work to contribute to the London-level outcomes is on track:

<b>1</b>	<b>Londoners are treated fairly and with dignity</b>
1.1	<p><i>Project: Engaging Londoners to shape GLA Group programme and policy delivery</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. Equalities groups report that their experiences are reflected in GLA's policies and programmes, and they can see how they help shape the GLA's work.</li> <li>b. EqlAs produced by the GLA can show how they are informed by the experience and expertise of equity-led groups.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. The Mayor's EDI Advisory Group will meet quarterly. Other forums will meet at least twice a year. Delivery will take forward the actions and outputs from these forums. We will seek feedback from equity-led partners yearly, and act on their recommendations.</li> </ul>
1.2	<p><i>Project: Embedding and promoting equality and equity</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. We see an increase in the use of tools (including EqlA toolkits, and GLA engagement good practice) across City Hall-led programmes and initiatives. This will demonstrate an understanding of, and response, to key equalities issues and their impact on communities.</li> </ul>

	<p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. We will embed a strengthened approach to the use of EqlAs by the end of 2025. Feedback will be sought from GLA teams yearly.</li> </ul>
1.3	<p><i>Project: Enabling Increasing trust and confidence in public services</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. London's NHS Maternity Service Transformation Programme has adopted recommendations and best practice identified through delivery of LARCH; and there is clear evidence of improvements. These include increased adoption of anti-racist practices; reduced ethnic disparities in maternal health outcomes; and improved service satisfaction scores and community confidence scores. Metrics and data are to be agreed as part of partnership arrangements.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. Agreement of a LARCH delivery plan with NHS partners by summer 2026, subject to publication of the government's Maternity Services Review (our LARCH implementation will build on this).</li> </ul>
<b>2</b>	<b>Londoners can have a say in the running of the city</b>
2.1	<p><i>Project: Working with London's communities</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. We see an increase in the proportion of Londoners – particularly those experiencing inequality – who feel that their views and experiences are reflected in the GLA's work.</li> <li>b. VCSE organisations report that they can support the development and delivery of the GLA's programmes improving their impact for Londoners who experience inequality.</li> <li>c. The London Communities Emergencies Partnership reports that it is supported by the GLA in enabling VCSE organisations to provide support in moments of crisis.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. We will have established stronger mechanisms for engaging with London's faith sector by November 2025.</li> <li>b. GLA teams will receive an improved offer of engagement support from summer 2025. We will seek feedback from community partners yearly, on changes in how they are involved in work across the GLA.</li> <li>c. Funding agreements for city-wide VCSE partners to support engagement and build community resilience will be in place by October 2025.</li> </ul>
2.2	<p><i>Project: Civic and democratic participation</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. There is an increase in voter registration, in particular from communities who are currently under-represented and underserved, as shown in annual MHCLG data.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. London Democracy Week and Voter Registration week take place annually in March and September respectively. They are part of a year-round programme of work that supports partners across all London boroughs to deliver activities that improve civic and democratic participation.</li> </ul>

2.3	<p><i>Project: Influencing London's collaborative funding model to support the Mayor's priorities</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. At least two more funders agree to partner, match fund and collaborate on a pooled funding programme for London through the Collaboration Circle. This will support Londoners to build skills; ensure greater access to youth work and opportunities; and/or support those facing financial hardship.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. We aim to have match or pooled funding arrangements agreed by April 2026.</li> </ul>
<b>3</b>	<b>Londoners get on with and support each other</b>
3.1	<p><i>Project: Loved and Wanted, Community Support and activity to support social cohesion</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. 15 Loved and Wanted venues are established in London. Evaluation will show that Londoners report strengthen relationships across communities, improved participation in local civic life and stronger social cohesion in their area.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. The Loved and Wanted Community Fund will be launched in September 2025.</li> <li>b. Community organisations will be awarded funding in January 2026.</li> <li>c. Loved and Wanted venues will be established by March 2026. Delivery of activity across the venues will be reported every quarter. This reporting will include the number and demographics of Londoners reached; and the impact on feelings of support, and on social cohesion.</li> </ul>
<b>4</b>	<b>Londoners' incomes meet their everyday needs</b>
4.1	<p><i>Project: Working with national and local government to tackle poverty</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. Local, regional and national government have adopted policies that will address poverty and financial hardship in London (including the GLA's adoption of the socioeconomic duty of the Equality Act 2010); and we can evidence how they have been shaped by insight from London's programmes.</li> <li>b. We can demonstrate improvements in family income, using metrics that align with emerging government policy.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. Delivery depends on external partners' timetables for developing policies and strategies.</li> <li>b. We will have identified the actions needed to ensure the GLA meets the socioeconomic duty of the Equality Act 2010 by the end of 2025; and we will have agreed an action plan by February 2026. Progress, and the impact of measures take to adopt the duty, will be reviewed by February 2027.</li> </ul>
4.2	<p><i>Project: Income maximisation and child poverty</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. Londoners targeted by the GLA's income maximisation programme are aware of their entitlements; claiming the support they are due; and accessing wider services in</li> </ul>

	<p>settings where provision is located. We aim to reach up to 130,000 Londoners, improving incomes by up to £50m by March 2028.</p> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. The next phase of the GLA's benefit take-up campaign will launch in November 2025.</li> <li>b. The GLA will launch a face-to-face financial advice programme, focused on families, in January 2026. The project will report quarterly on reach and income gains.</li> </ul>
4.3	<p><i>Project: LAIN</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. Anchor institutions are creating more inclusive workplaces: <ul style="list-style-type: none"> <li>i. supporting more Londoners from under-represented backgrounds to enter into and progress in good work, with a particular focus on the recruitment and retention of disabled Londoners</li> <li>ii. supporting more working parents to remain and progress in work through implementing more family-friendly policies within their workplaces, and exploring opportunities to support the early years and childcare sector.</li> </ul> </li> <li>b. Anchor institutions are supporting inclusive growth by buying more goods and services from diverse-led SMEs by: <ul style="list-style-type: none"> <li>i. carrying out more targeted outreach work to publicise contract opportunities to diverse-led SMEs and build supplier readiness</li> <li>ii. simplifying tendering processes to make them more accessible to SMEs.</li> </ul> </li> <li>c. Anchor institutions are supporting disadvantaged young people to thrive by: <ul style="list-style-type: none"> <li>i. offering positive opportunities that enable young people to build trusted relationships, access new networks, acquire new skills; and develop confidence and coping strategies</li> <li>ii. recruiting more of their staff to train as mentors for young people through the New Deal for Young People programme and other mentoring programmes</li> <li>iii. improving the quality of their own mentoring programmes</li> <li>iv. developing and delivering training and resources for the youth sector.</li> </ul> </li> <li>d. Anchor institutions are leading efforts to tackle the climate and ecological emergencies facing London by: <ul style="list-style-type: none"> <li>i. decarbonising their estates</li> <li>ii. rolling out climate literacy training for their staff (and students where applicable)</li> <li>iii. building London's climate resilience by implementing adaptation projects.</li> </ul> </li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. Officers will convene LAIN through regular meetings of members; deliver a comprehensive stakeholder engagement programme; and create the climate for collaborations between partners to deliver the projects that enable the metrics described above.</li> <li>b. LAIN will produce an impact report on annually, at the end of each financial year.</li> </ul>
<b>5</b>	<p><b>Londoners have access to a health and care system that supports them when they need it</b></p>



5.1	<p><i>Project: Health and care system leadership</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. We have established the Mayor's formal role as part of health and care reforms, with new governance arrangements which enables action that tackles health inequalities.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. A health improvement board, chaired by the Mayor, is established by 2027 supported by a health and care partnership for London. This board will maintain oversight of a Health Improvement Plan prepared and delivered by London's health and care partners.</li> <li>b. The Mayor is supported, as needed, in his role to jointly appoint the Regional Director of Public Health for London as the Statutory Health Adviser to the Mayor.</li> </ul>
5.2	<p><i>Project: Health Mission and Health Innovation Zone</i></p> <p>Success</p> <ul style="list-style-type: none"> <li>a. London is recognised as a Health Innovation Zone, with a delivery plan agreed with partners; and, through its work, Londoners experience improved support across the health and care system.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. A task-and-finish partnership group involving a broad range of health care and life sciences partners is established and led by senior officers of the Mayor's Office and the NHS by December 2025.</li> <li>b. By 2026 (pending confirmation by DHSC) there is, in preparation, a comprehensive, evidence-based bid to Government to secure London's role as a Health Innovation Zone.</li> <li>c. From 2026 a long-term plan is in place to deliver the 10-year London Health Mission. London's life sciences sector and the NHS are working towards shared objectives agreed through the successful bid to the government.</li> </ul>
5.3	<p><i>Project: Health Inequalities Strategy Implementation Plan</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. Key commitments set out within the Health Inequalities Strategy Implementation Plan 2025-28 are delivered. Reporting of progress against these key commitments is built into the breadth of Mayoral Programmes taking a HiAP approach.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. We will produce an annual public statement detailing progress against success measures set out in the Health Inequalities Strategy</li> </ul>
5.4	<p><i>Project: Mayor's Tests on NHS reconfiguration</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. We can evidence that NHS reconfiguration programmes, covering geographical footprints larger than a single borough, are influenced by the independent evidence-based assessment of the Mayor's Four Tests.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. The current reconfiguration of services at Mount Vernon Hospital will be independently assessed and the Mayor will provide his views to the NHS consultation, currently under way, by the end of 2025-26.</li> </ul>

	b. As future NHS reconfigurations are announced by Government, future plans will be developed for applications of the Mayor's Four Tests.
<b>6</b>	<b>Londoners live in a city that supports their mental and physical health</b>
6.1	<p><i>Project: Working in partnership to support public mental health and wellbeing</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. ThriveLDN has delivered project objectives by March 2026, including: <ul style="list-style-type: none"> <li>i. legacy handover for the Mental Health Champions project</li> <li>ii. the Right to Thrive project continues to be delivered; and is integrated into a work and health portfolio, and into LARCH.</li> </ul> </li> <li>b. A partnership review of public mental health needs, capability and service review has been completed – leading to a refresh of ThriveLDN's role and function.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. Quarterly contract reporting during 2025-26 shows delivery of core and project objectives.</li> <li>b. Review to be completed by the end of 2025-26; and a refreshed partnership approach agreed in 2026-27.</li> </ul>
6.2	<p><i>Project: Action to use the creative and cultural assets of London to improve wellbeing</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. Young people engaging with creative health alliance supported projects see their wellbeing improve over the course of this Mayoral term. This delivery also contributes to the Supporting and Inspiring Young London programme target, to create 250,000 opportunities for young Londoners in need by 2028.</li> <li>b. 140 Dementia Friendly Charter Venues are providing a safe, welcoming space for Londoners with dementia and their carers, and improving their confidence and wellbeing, by summer 2028.</li> <li>c. By March 2028, a long-term sustainable system is in place, led by Culture partners in London, to continue the accreditation programme.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. Baselines to be set for the creative health alliance, in line with the Supporting and Inspiring Young London programme timelines, for: <ul style="list-style-type: none"> <li>i. 200 positive opportunities created to support young people and professionals</li> <li>ii. 2,640 hours of mental health support and capacity building</li> <li>iii. 50 organisations participating – culture organisations.</li> </ul> </li> <li>b. 140 cultural venues undertake an accreditation programme and are assessed by GLA officers to achieve charter status by summer 2028.</li> </ul>

6.3	<p>Project: <i>Action to improve heart health</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. Public awareness of heart health, and action to take if people have high blood-pressure increases, because of the Million Hearts and Minds campaign.</li> <li>b. 200 additional public access defibrillators placed in areas of greatest need. This will increase Londoners' access to life-saving equipment; and improve their chance of survival in the event of a cardiac arrest. There is increased public awareness of, and confidence in, their use.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. Metrics relating to the Million Hearts and Minds campaign are in development by the Regional Director of Public Health. Reporting will be agreed by health and care partners.</li> <li>b. Defibrillators are expected to be in place by 2027</li> </ul>
6.4	<p>Project: <i>Action to mobilise the full range of Mayoral policies to improve health and wellbeing</i></p> <p>Success:</p> <ul style="list-style-type: none"> <li>a. The benefits realised through this collaborative approach within and across the GLA Group will be reported to the GLA Group Public Health Forum quarterly; including the contribution of shared service signatories; and positive impacts on health outcomes for Londoners.</li> </ul> <p>Expected delivery:</p> <ul style="list-style-type: none"> <li>a. The GLA Group Public Health Forum will publish an annual report on london.gov; and provide an annual update to the GLA Group Collaboration Board.</li> </ul>