MAYOR OF LONDON

GLA CORPORATE PERFORMANCE AND FINANCE REPORT

Q4 2025-26

MAYOR OF LONDON

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MAYOR OF LONDON

INTRODUCTION

Since 2000, the Greater London Authority (GLA) has served as London's strategic regional authority, providing city wide leadership and working with partners across the capital to drive progress on the issues that matter most to Londoners. In fulfilling this strategic role, the GLA has developed a portfolio of strategic programmes that collectively advance the Mayor's ambition for a London that is fairer, safer, greener and more prosperous for everyone.

To support this ambition, delivery plans with clear and measurable goals for all 14 GLA led strategic programmes have been developed and are published through Mayoral Decisions (MDs). Links to each of these MDs are provided below:

- MD3386: Accommodation and wider support for those who need it most
- MD3430: Boosting London's growth sectors
- MD3378: Building more homes
- MD3400: Cleaning London's air
- MD3384: Delivering a greener, more climate-resilient London
- MD3426:Helping Local Economies to Thrive | London City Hall
- MD3396: Improving London's housing stock
- MD3434: Making Best Use of Land | London City Hall
- MD3391: Reducing Inequalities | London City Hall
- MD3397: Reducing Non-Residential Emissions | London City Hall
- MD3380: Supporting and inspiring young London
- MD3392: Supporting community, cultural and sporting events in London
- MD3395: Supporting Londoners to Benefit from Growth | London City Hall
- MD3382: Upgrading London's infrastructure

This **Quarter 4 (Q4)** performance report, presented in an executive summary format, highlights the progress made across all 14 programmes during this period, alongside a look back over the GLA's delivery for the entirety of 2025-26.

We will continue to refine and improve the format and content of this report to ensure it remains a transparent, strategic tool for tracking delivery and impact.

Please note: Q4 finance data covers the period 7 December 2025 – 31 March 2026. Q4 performance data covers the period 1 January 2026 - 31 March 2026, unless otherwise stated.

Building more homes

Improving London's housing stock

Making best use of land

Reducing non-residential emissions

Accommodation and wider support for those who need it most

Reducing inequalities

Supporting community, cultural and sporting events in London

Boosting London's growth sectors

Helping local economies to thrive

Supporting Londoners to benefit from growth

Cleaning London's air

Delivering a greener, more climate-resilient London

Upgrading London's infrastructure

Supporting and inspiring young London

GLA FINANCIAL SUMMARY

Q4 GLA portfolio

Revenue overview

The year-end position is an underspend across the GLA Mayor portfolio budget of £27.3 million. This is driven mainly by the following:

- £6.3 million underspend on the Supporting and Inspiring Young London programme, of which £4.9 million is in the Universal Free School Meals project. The latest forecasts show that there are fewer eligible children than expected
- £4.1 million underspend on the Reducing Non-residential Emissions programme. Of this, £3.0 million is due to delays in the Future Accelerators project, which will continue to be delivered in 2026-27. A budget carry. forward has been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting
- a £3.3 million underspend on the Accommodation and Wider Support for Those Who Need It Most programme, due to delayed starts to the Ending Homelessness Hubs and Floating Hubs projects. The underspend is requested to be carried forward to 2026-27, when this project is expected to be delivered

There are also a range of underspends across other programmes due to the need to reprofile budgets to reflect revised timeframes for implementing the programmes and achieving the milestones set out in the programme delivery plans. Budget carry forwards have been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

Capital overview

The year-end position is an underspend across the GLA Mayor portfolio budget of £22.3 million. This is mainly due to a reduction of £73.0 million in the expenditure for the Building Safety programme, within the Improving London's Housing Stock programme, which was largely attributable to significant delays from the Building Safety Regulator (BSR) across 22 projects.

Offsetting these underspends is an overspend on the Building More Homes programme. This is mainly driven by activity on the Affordable Homes Programme (which has overspent by £115.0 million); however, it should be noted that this increased spending was agreed with the Ministry of Housing, Communities and Local Government (MHCLG) during Quarter 3 2025-26 and is fully funded.

Programme	Revenue variance (outturn variance against full year budget) £m	Capital variance (outturn variance against full year budget) £m
Building more homes	-0.7	73.1
Improving London's housing stock	0.2	-74.2
Making best use of land	0.7	-0.4
Reducing non-residential emissions	-4.1	-13.0
Accommodation and wider support for those who need it most	-3.3	0.1
Reducing inequalities	-2.3	N/A
Supporting community, cultural and sporting events in London	-1.4	-0.1
Boosting London's growth sectors	-4.3	2.7
Helping local economies to thrive	-1.2	-3.5
Supporting Londoners to benefit from growth	0.3	-6.9
Cleaning London's air	-0.2	-0.1
Delivering a greener, more climate-resilient London	-3.0	0.1
Upgrading London's infrastructure	-1.6	-0.1
Supporting and inspiring young London	-6.3	N/A
Total portfolio	**-27.3**	**-22.3**

Please note: Within this document, revenue budgets are all reported as net and do not include any external funding, and capital budgets are all reported as gross.

All figures are subject to external audit and may not reflect the final confirmed position, which will be published within the GLA Group accounts.

1. BUILDING MORE HOMES

1. BUILDING MORE HOMES

SRO - TIM STEER
EXECUTIVE DIRECTOR, HOUSING & LAND

Programme Performance Summary

The Building More Homes programme saw significant progress and impact in 2025-26. As well as securing transformational funding for the London Social and Affordable Homes programme (LSAHP) 2026-36, and the City Hall Developer Investment Fund (CHDIF), strong delivery has also been seen on the existing Affordable Homes programmes, theLand Fund, and GLAP assets. New policy tools have been delivered on intermediate and rent-controlled housing including the launch of Key Worker Living Rent. Furthermore, significant progress has been made by the London Housing Mission. Despite strong delivery with most projects remaining on track , there are significant risks to the programme and its outcomes, reflecting ongoing external market conditions and uncertainties.

Key achievements in 2025-26 for the Building More Homes programme include:

- securing £11.7bn for the new London Social and Affordable Homes programme – the largest and longest affordable housing settlement in London’s history (2026-36). The funding prospectus has been published, bidding opened, and extensive partner engagement completed. Providers are now positioned to bid into a programme offering long term certainty
- successfully securing and establishing the £324m City Hall Developer Investment Fund, with funding confirmed and delivery infrastructure in place. Guidance has been published with bidding open. The fund is now moving towards first project selections in 2026 27
- exceeding starts on site targets on GLA Group land
- exceeding the 8,000 Land Fund starts target
- delivering new policy tools on intermediate and rent controlled housing, including Key Worker Living Rent
- meeting the 2025-26 affordable homes targets, with 9,147 starts under AHP 2021-26 and, in line with the memorandum of understanding with MHCLG for AHP 2016-23, 8,773 completions for that programme requirement
- making progress via strategic policy leadership with the development and implementation of a package of emergency housing delivery measures with government
- the London Housing Mission Board met twice and established a working group to shape interventions to unlock stalled schemes before 2029
- the Mission Board mandated the GLA to launch a New Homes Accelerator programme for London, which is unlocking delivery at a site-by-site level

However, as noted significant risks remain at play potentially having an impact on future delivery of programme outcomes. These are largely external such as market viability pressures (inflation, borrowing costs, economic uncertainty etc).

Institutional investment in intermediate rent also remains an emerging market, and so uncertainty remains, despite significant policy progress.

Looking forward to 2026-27, key priorities to enable the building of more homes across London will include:

- assessing and approving bids under the 2026 36 London Social and Affordable Homes Programme
- progressing initial City Hall Developer Investment Fund projects into due diligence and investment
- actively managing delivery and completions risk across legacy programmes
- advancing London Plan reforms and institutional investment partnerships
- taking forward work by the Mission Board looking at the costs of development in London, with a view to addressing viability barriers

1A. PERFORMANCE
BUILDING MORE HOMES

Project	Q4 RAG	Q3 RAG	Overview
1.1 Negotiate a successor AHP or equivalent funding programme which is essential to address general needs, specialist and supported and intermediate housing needs	G	G	The London Social and Affordable Homes Programme 2026-36 opened for bidding, with the closing date for bids being 15 April 2026. Bids will be submitted on the GLA's online bidding system. The GLA has been engaging extensively with partners to ensure they are well placed to submit bids, though London providers continue to face viability challenges when delivering in London. Operational guidance for bidders has been published by the GLA. Next steps will be for the GLA to publish funding contracts, entering into formal agreement with government via a memorandum of understanding (MOU), and the assessment of bids once bidding closes.
1.2 Create an interventionist City Hall Developer to deploy resources where sites are stalled in the short term and act innovatively to bring forward strategic sites, including on public land, that the market alone will not unlock	G	A	Through the Integrated Settlement, the government has confirmed £324m of capital funding for housing which the GLA will use to establish a City Hall Developer Investment Fund (CHDIF). During Q4 the CHDIF programme has been approved via Mayoral Decision 3471; officers have agreed housing outputs via the outcomes framework (5,000 homes contractually committed by 31 March 2029); newly established posts have been recruited to; GLA officers continued engagement with external stakeholders about plans for the programme; and the GLA published funding guidance and opened for bidding. Work continues with external advisers on the CHDIF Investment Strategy and Management Framework and developing a system from programme and project management. Next steps include reviewing expressions of interest for funding and selecting the first projects to take forward into due diligence. Discussions continue with Government on the terms of Financial Transactions funding, including in relation to the Low Interest Loan programme which will be made available to private Registered Providers of social housing.
1.3 Promote institutional investment into intermediate rent	A	G	Plans for Key Worker Living Rent (KWLR), a new form of intermediate rented housing, were published in January 2026. A Planning and Housing Practice Note encourages developers to propose, and Local Planning Authorities to approve, KWLR homes as part of intermediate housing, including - potentially - as part of Build to Rent developments backed by institutional investors. The Amber RAG status reflects feedback from investors that rent levels that meet the London Plan's requirements on the affordability of intermediate homes, including those required for KWLR homes, may not generate the levels of return that they are looking for. However, the GLA is encouraging developers to consider creating for-profit Registered Providers, which would enable them to seek grant funding for KWLR and other intermediate rent homes. In addition, a guide has been constructed, via the Opportunity London commission, to help boroughs and housing practitioners engage with institutional investors. Work to progress the next London Plan continues. This will consolidate key aspects of policy H11 Build to Rent and review the position in relation to affordable housing in Build to Rent schemes – seeking to increase delivery through the Plan period.

1A. PERFORMANCE
BUILDING MORE HOMES

Project	Q4 RAG	Q3 RAG	Overview
2.1 Continue to administer the existing Affordable Homes Programmes (AHP 2016-23 and 2021-26) and other legacy affordable housing funding schemes	A	A	The AHP has met delivery requirements in 2025-26, with 9,147 starts and 1,736 completions achieved in the year under AHP 2021-26 and, in line with the memorandum of understanding with the Ministry of Housing Communities and Local Government (MHCLG) for AHP 2016-23, 8,773 completions for that programme requirement. This is a positive outcome, despite the continued challenges of cost increases linked to inflation, borrowing, building safety and partner financial risk capacity. The emergency measures package put in place with MHCLG has had a positive effect in supporting delivery.
2.2 Design and deliver a new model of rent control homes to make an early contribution to the target for 6,000 rent control homes	G	G	The Mayor published plans for Key Worker Living Rent (KWLR) homes, a new intermediate rent tenure that will fulfil his manifesto commitment to develop rent control homes, in January 2026. This was later than planned, primarily due to the need to review plans in view of arrangements for the 2026-36 Social and Affordable Homes Programme, confirmed with the government in early November 2025.
3.1 Leverage GLA Group land holdings and joint venture interests to deliver high levels of affordable housing	G	G	Despite the ongoing challenging market conditions, GLAP exceeded its 2025-26 target of 1,000 starts on site, achieving 1,139 starts (40% affordable) across the year, including 433 starts in Q4. The overall milestone to March 2028 is anticipated to be achieved. However, changes to the policy environment and economic uncertainty are expected to place additional pressure on affordable housing levels, and renegotiation of commitments on a scheme-by-scheme basis may be necessary to support project delivery. GLA colleagues will continue to work with partners to understand market challenges, improve viability, attract registered provider investment and achieve BSR Gateway 2 to enable delivery.
3.2 Leverage existing capital resources to fund infrastructure and land to support the delivery of homes	A	G	Our main programme (the Land Fund) has already exceeded our starts target. Challenges affecting project viability mean that we are at risk of missing our completions target of 8000 homes by 2030, which is driving the change to an Amber rating. We are progressing two projects using funding which has been repaid to the GLA from previous recoverable investments, with both receiving approval via Director Decision and Mayoral Decision in Q4 2025-26. Officers will continue to work with partners to monitor performance, agree mitigations and resolutions where necessary, and seek to re deploy limited funds which have been repaid to best effect.

1A. PERFORMANCE
BUILDING MORE HOMES

Project	Q4 RAG	Q3 RAG	Overview
3.3 Working through the London Housing Mission and other partnerships with government and stakeholders, identify and seek to implement the policy interventions necessary to further support the outcomes set out in this and related delivery plans	G	G	The London Housing Mission Board met for the second time in February 2026 and provided feedback on the toolkit of interventions prepared by the Mission Team. The toolkit is now being used by the New Homes Accelerator Team to enable delivery of homes that, with support, can achieve completion by summer 2029. The next meeting in September 2026 will focus on the costs of delivery of new homes and will explore measures that could put downward pressure on them.

1B. FINANCIAL SUMMARY
BUILDING MORE HOMES

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	5.6	5.0	5.0	0.0
Q4	5.6	-2.4	-3.2 (Actual)	-0.7

Significant programme variances

There was a £0.6 million underspend on the Homes for Londoners Collaboration project, mostly due to staff vacancies, which has meant that some objectives have slipped to the 2026-27 financial year. A budget carry forward has been requested for £0.3 million - such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting. The remaining £0.2 million underspend came from the Royal Docks programme, as some spend was reduced and reprofiled to future years to ensure expenditure aligned with the expected Royal Docks business rate funding income.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	1,281.3	1,592.2	1,592.6	0.4
Q4	1,281.3	1,592.2	1665.3 (Actual)	73.1

Significant programme variances

Variances are mainly driven by activity on the Affordable Homes Programme (AHP) (this relates to the AHP 2016-23 programme, which exceeded budget by £60.5 million and the AHP 2021-26 which exceeded budget by £54.5 million, resulting in a total overspend of £115.0 million).

The achievement of total spending on the affordable housing programmes which exceed the budget was driven by close working with the sector to maximise delivery in a challenging operating environment. The increased spending was agreed with the Ministry of Housinfg, Communities and Local Government (MHCLG) during Quarter 3, to fully fund the additional spend.

The Specialist Housing programme showed an underspend of £19.9 million, driven by:

- the Community Housing Fund had an underspend of £17.5 million. Of this underspend, £16.0 million is due to pipeline projects that were at an early stage and had not yet progressed to contract stage for entering contacts and making grant payments
- the Care and Support programme had an underspend of £2.4 million against the programme budget due to delays with planning approvals

The Investment and Operations programme shows an underspend of £22.0 million against the budget. This underspend is mainly driven by counterparties deferring their drawdowns to the next financial year. This figure includes an underspend of £0.6 million on the Beam Park station project due to technical studies taking longer than anticipated.

2.
IMPROVING LONDON'S HOUSING STOCK

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2. IMPROVING LONDON’S HOUSING STOCK

SRO - PHIL GRAHAM
EXECUTIVE DIRECTOR, GOOD GROWTH

Programme Performance Summary

The Improving London’s Housing Stock programme made significant progress in 2025-26 across all three project groupings: addressing systemic building safety issues, providing safe and decent homes for private renters, and accelerating domestic decarbonisation. The year saw landmark legislative change for renters, sustained cladding remediation delivery, confirmation of multi-year building safety funding, and the establishment of Warmer Homes London to lead cross-London retrofit. Most projects are on track, though challenges around capacity, procurement and external dependencies have caused delays in specific areas.

Key achievements in 2025-26 include:

- cladding remediation completed on 38 high-rise buildings through the Building Safety Fund, including six in Q4, with the five remaining buildings expected to complete in 2026-27
- £7.824 million in confirmed multi-year government funding secured for a Local Remediation Acceleration Plan (LRAP) for London through to 2028-29, with a Joint Remediation Partnership Board — co-chaired by the Building Safety Minister and the Deputy Mayor for Housing and Residential Development — overseeing delivery. LRAP publication is targeted for Q1 2026-27
- £976,000 paid to the London Fire Brigade to establish a dedicated Remediation Acceleration Team, strengthening enforcement against those responsible for unsafe buildings
- the Renters’ Rights Act received Royal Assent in October 2025 — landmark legislation improving security, stability and standards for private renters, actively supported by the GLA throughout its passage. In Q4, a Renters’ Rights campaign launched across the Transport for London network, alongside a £400,000 Renters’ Rights Enforcement Fund and £3 million identified in the Mayor’s 2026-27 Budget to support tenants in unacceptable conditions
- Warmer Homes London completed Year 1 retrofit delivery: 419 homes through Warm Homes: Local Grant (95% of target, one of the strongest rates nationally) and 220 through the Social Housing Fund. Additional social housing retrofit funding was secured through the Integrated Settlement two years ahead of schedule, and the Grant Funding Agreement between the GLA and London Councils was signed in December 2025

Challenges remain, many external to the programme. Building Safety Regulator approval delays have extended processing times and created pipeline uncertainty. The LRAP’s success depends on government policy, legislative changes and delivery by national partners including Homes England and developers. Delays to the selective licensing digital resource are being addressed. Social Housing Fund delivery was impacted by legal complexities, and procurement of new Local Grant contractors has been delayed to July 2026.

Looking ahead to 2026-27, key priorities include publishing and beginning delivery of the LRAP; supporting Renters’ Rights Act implementation from May 2026 through the formal launch of the selective licensing framework; mobilising Integrated Settlement retrofit funding and revising Warmer Homes London targets accordingly; procuring new Local Grant contractors to ensure delivery continuity; and determining the future of the London Power brand for the benefit of Londoners.

2A. PERFORMANCE
IMPROVING LONDON'S HOUSING STOCK

Project	Q4 RAG	Q3 RAG	Overview
1.1 Delivering high-rise cladding remediation projects	A	G	The Building Safety Fund (BSF) programme has continued to deliver cladding remediation throughout London in 2025-26. The GLA have successfully enabled 38 buildings to complete cladding remediation works in 2025-26, six of which occurred in Q4, and have delivered as expected across the Aluminium Composite Material (ACM) programme. There are continued delays in projects within the BSF programme, due to acquiring building control approval from the Building Safety Regulator. This, combined with slippage in some larger projects due to external delays, means the RAG status has moved from Green to Amber since Q3.
1.2 Taking action on wider building safety issues, including convening partners to deliver a Local Remediation Acceleration Plan for London	A	A	The GLA continues to work with the Ministry of Housing, Communities and Local Government (MHCLG), the London Fire Brigade, London Councils, the BSR and Homes England to develop a Local Remediation Action Plan for London (LRAP). In late March, MHCLG confirmed multi-year funding (total £7.824m) for LRAP delivery until end of 2029. Successful delivery of the LRAP remains contingent on government policy and funding decisions (including upcoming legislation changes), delivery from key partners (including Homes England, Building Safety Regulator and developers) as well as the establishment of a reliable and accessible database for all buildings requiring remediation.
2.1 Enabling effective licensing and enforcement	G	A	This project is progressing largely as anticipated. The new selective licensing framework has been completed and is due to be launched with boroughs in the spring. Some low-risk delays to introducing the selective licensing digital resource due to capacity issues are being addressed. Recruitment has now commenced. The Private Rented Sector (PRS) Partnership continues to provide borough leads with opportunities to prepare for the Renters' Rights Act, identify challenges and share best practice, and share intelligence to tackle London's rogue landlords. The Mayor's private renting tools and checkers are being updated to reflect new offences created by the Renters' Rights Act. Boroughs continue to upload records to the Checker and consider it a valuable resource. New Renters' Rights publicity materials point Londoners to the tools and checkers. £3m has been identified in the Mayor's Budget 2026-27 for supporting tenants: action to help tenants living in unacceptable conditions.
2.2 Improving security and stability for private renters	G	G	This project is progressing as anticipated. The Renters' Rights Act, landmark legislative change for private renters, received Royal Assent in October 2025. We continue to work with the government, borough Private Rent Sector (PRS) teams and other stakeholders towards the implementation of key parts of the Renters' Rights Act on 1 May 2026. This has included launching a new Renters' Rights poster and media campaign in Q4 and the announcement of a new Renters' Rights Enforcement Fund to help private renters to know about and enforce their new rights, and to support London boroughs to hold rogue landlords to account.

2A. PERFORMANCE
IMPROVING LONDON'S HOUSING STOCK

Project	Q4 RAG	Q3 RAG	Overview
3.1 Establishing (with London Councils) and clienting Warmer Homes London.	G	G	Warmer Homes London (WHL) continues to grow, with a full leadership team in place and increasingly established capacity. Year 1 delivery of the two capital programmes (the Warm Homes programmes: Social Housing Fund and Local Grant) is complete and an evaluation of Year 1 delivery was prepared to enable iterative improvement. GLA and London Councils have spent time in Q4 working closely together through WHL to prepare for Integrated Settlement funding for retrofit.
3.2 Delivering domestic retrofit improvements funded through Warm Homes Local Grant (WHLG).	G	G	Year one delivery of Warm Homes: Local Grant - currently directly delivered by the GLA - is now complete, with properties receiving retrofit improvements, making homes warmer and more affordable to run. Warmer Homes London oversees delivery and provides supporting functions, including the digital platform and the development of a third party resident support service. Year one delivery was 419 against a target of 439 (95%) homes - the slight underperformance was due to some eligible homes dropping out of the scheme towards the end of 2025-26. However, this delivery performance is one of the highest in the country.
3.3 Providing fair-priced green energy and enabling decarbonisation through London Power.	A	A	In 2025-26, London Power continued to provide an offer for Londoners and we have continued to review and manage the relationship with Octopus. London Power continues to operate on a cost-neutral basis, covering its own operating costs. Discussions are underway about the future use of the London Power brand.

2B. FINANCIAL SUMMARY

IMPROVING LONDON'S HOUSING STOCK

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	6.9	3.5	3.5	0.0
Q4	6.9	3.5	3.6 (Actual)	0.2

Significant programme variances

The year end position is a £0.2 million overspend. This is due to:

- an overspend of £0.4 million, which is due to some continued expenditure on the Home Upgrade Grant 2 and the Warmer Homes Advisory Service (both are prior year projects). Accruals at the end of the 2024-25 financial year used best estimates; these estimates have turned out to be slightly lower than actual invoices received.
- offset by a £0.2 million underspend in the Private Rented Sector team, as there were some vacancies resulting in staffing budget underspend and slippage of £0.1 million on providing safe and decent homes for renters. Budget carry forwards have been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	231.0	260.2	174.8	-85.4
Q4	231.0	261.0	186.8 (Actual)	-74.2

Significant programme variances

The Building Safety programme showed an underspend of £73.0 million which was driven by:

- the Building Safety Fund programme had an underspend at year-end of £72.2 million, due to significant delays experienced across 22 projects from the Building Safety Regulator (BSR)
- Aluminium Composite Material (ACM) Cladding Remediation Fund had an underspend of £3.0 million due to delays experienced in the project
- there was an offsetting overspend in the Private Sector Cladding Remediation Fund which resulted in an overspend of £2.2 million compared to budget. This additional spending was fully recovered from the Ministry of Housing, Communities and Local Government (MHCLG)

Warmer Homes capital project has underspent by £0.9 million and was driven by slower contractor delivery in the first half of the year, influenced by delays in procurement. This project is fully funded by the Department for Energy Security and Net Zero (DESNZ) and funding has been carried over into 2026-27, where it will be fully utilised. The remainder of the underspend is driven by some minor movements.

3. MAKING BEST USE OF LAND

3. MAKING BEST USE OF LAND

SRO - PHIL GRAHAM

EXECUTIVE DIRECTOR, GOOD GROWTH

Programme Performance Summary

The Making Best Use of Land programme is proving a catalyst for joint working across the GLA and Transport for London (TfL), strengthening collaboration. Governance is well established through a joint programme board and an effective officer working group.

The programme comprises 19 interrelated projects focused on case-making and early development. Delivery activity is largely unfunded, with costs mainly staff time; maintaining focus on securing funding and viable delivery options therefore remains a core principle of the plan.

2025-26 saw significant progress against objectives:

- the next London Plan advancing at pace, with progress on evidence and modelling, Opportunity Area reviews, site submissions and development of a Sustainable Access Measure
- publication of the Support for Housebuilding LPG to support interim delivery
- ongoing rollout of the planning service: delivering strong Development Management performance, with a marked increase in Stage 3 applications
- establishment of New Homes Accelerator (NHA) London and Advisory Team for Large Applications (ATLAS) London, with teams recruited to unblock sites and accelerate delivery, an open call for sites completed, a new integrated digital platform, and targeted support to councils and developers
- Crews Hill and Thamesmead entering HM Government’s New Towns programme, remaining among seven locations under consideration, with MHCLG funding secured to develop proposals and delivery pathways
- HM Government funding and approvals secured for key transport projects, including the DLR extension to Thamesmead and Great Northern
- advancement of major public land projects, notably MOD Feltham and NHS estates, with potential for hundreds of homes
- a review of sustainable locations for additional development capacity, including high-level master-planning and early testing of new National Planning Policy Framework (NPPF) mechanisms on targeted green belt release
- continued emphasis on design quality, with targeted advice on priority projects, new Mayor’s Design Advocates appointed and deployed, active knowledge networks maintained and continued development of the Architecture and Urbanism (A+U) Framework
- several interconnected issues continue to pose material risks to delivery

While some infrastructure funding was secured, constrained public finances and macroeconomic pressures continue to limit housing delivery without further investment.

Targeted initiatives provide support: ATLAS London, works with partners on planning applications and masterplans which accelerate the planning process; and a £3 million Ministry for Housing, Communities and Local Government (MHCLG) grant, administered by the GLA, is awarded directly to local planning authorities to strengthen their capacity. However, shortages of experienced planners and built environment professionals persist, reflecting a long-term workforce pipeline challenge.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q4 RAG	Q3 RAG	Project overview
1.1 Land pipeline and stalled sites	G	G	Strong progress has been made in launching and mobilising the New Homes Accelerator London (NHA LDN), within Housing & Land, and Advisory Team for Large Applications (ATLAS) LDN (Planning & Regeneration). NHA LDN has completed recruitment and agreed programme parameters with the national team, focusing on larger sites (100+ homes) and tackling primarily non-planning barriers through targeted interventions. ATLAS LDN has recruited a team of experienced planners and is preparing to support a number of key sites. A joint call for sites attracted over 120 submissions, now under review to identify where support can add most value. This work has been informed by extensive engagement with boroughs, improving understanding of delivery barriers and site-specific requirements to better target interventions and accelerate housing delivery across London.
1.2 Area planning and place-based frameworks	G	G	Good progress has been made on the Opportunity Area (OA) review to support London Plan preparation and implementation. Spatial mapping and engagement with boroughs led to the production of pen portraits for each OA. These were published to support the consultation on ‘Towards a New London Plan’. Feedback is being reviewed to inform the relevant policies on OAs in the new London Plan.
1.3 Bringing forward public land	G	G	The Public Land team has made strong progress working with a range of public landowners, including partners across the GLA Group, to bring forward sites for development. At a pan-London level, the GLA is leading the strengthening of collaboration across public sector partners, supporting knowledge sharing, unlocking funding, and promoting a more strategic approach to land use. This work is helping to identify surplus land opportunities and bring forward coordinated development proposals, with a shared commitment to delivering high levels of affordable housing.
1.4 Increased use of land acquisition and assembly powers	G	G	Project combined with 3.4 New place-based delivery mechanisms and tools.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q4 RAG	Q3 RAG	Project overview
1.5 Targeted transport investment programmes	G	G	Strong progress has been made in aligning transport investment with housing delivery and regeneration. A significant milestone is the advancement of the DLR extension, alongside submission of the Great Northern Inner business case and a positive response from the Secretary of State in January 2026. Agreements are now in place for key schemes, providing greater certainty on delivery. TfL has also developed a Third Party Funding Action Plan, strengthening coordination across the GLA Group to secure and leverage external investment for transport schemes that unlock homes and support growth. In 2025–26, the TfL Sustainable Housing and Accessibility Fund spent around £15m on transport and step-free access projects linked to new development. Overall, our coordinated approach is helping target funding more effectively, unlock development opportunities, and support inclusive growth, with future allocations being progressed through the GLA budget process and TfL governance.
1.6 Ongoing delivery of GLA statutory planning service	A	G	The GLA has continued to deliver its statutory planning services, ensuring that the Mayor's priorities for housing and economic growth are embedded through Development Management, viability assessment and Local Plan engagement. In 2025–26, a total of 585 referable applications were processed. Performance was somewhat mixed: 49% of pre-application responses met the standard timescales, 59% of Stage 1 reports were completed on time, and 97% of Stage 2 applications met the deadlines. While the work of the service has supported continued progress on strategic development and provided clarity to boroughs and applicants, timescales are getting stretched, reflecting wider workload pressures. It also reflects the priority that has been given to Stage 3 cases, call-ins and work associated with new Mayoral planning powers, thereby affecting capacity to meet pre-app and Stage 1 targets. Looking ahead, increased demand for call-ins may further impact decision-making timelines.
2.1 Delivery of the next London Plan	A	A	Good progress has been made on preparing the next London Plan, with the evidence base now at an advanced stage and key milestones achieved, including consultation on Integrated Impact Assessment (IIA) scoping and ongoing assessment alongside drafting. This builds on the publication of the 'Towards a New London Plan' consultation in 2025 and continued stakeholder engagement. However, the programme is currently rated amber due to a number of material risks. Viability testing is not yet fully complete and is a key factor in the Plan's content and level of ambition. In addition, ongoing uncertainty around the national planning framework following consultation on the National Planning Policy Framework (NPPF) creates risks for policy alignment and the examination process. These factors are being actively managed as work progresses towards publication of the draft Plan in 2026.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q4 RAG	Q3 RAG	Project overview
2.2 Identifying capacity and housing needs	A	G	Solid progress has been made in developing London's evidence base on housing capacity and need, with key elements of the Strategic Housing Land Availability Assessment (SHLAA), Strategic Housing Market Assessment (SHMA) and Land4London programme at an advanced stage. This work is central to establishing a robust assessment of supply and demand and underpinning future housing targets across the capital. Targeted prioritisation of the highest-risk policy areas, alongside close collaboration with policy teams and ongoing engagement with government, is helping to shape credible and deliverable outputs. However, the project is currently rated Amber due to the draft London Plan having been formulated in the context of an emerging National Planning Policy Framework (NPPF), which is also expected to be finalised in summer 2026. There therefore remains some uncertainty over the extent of final alignment with emerging national policy. Risks are being actively managed as far as possible to maintain progress towards delivery.
2.3 Integrated transport and land use planning	G	G	Good progress has been made in strengthening the integration of transport and land use planning across London. GLA and TfL teams have worked closely to improve understanding of the transport infrastructure required to support new development, while identifying opportunities to deliver transport benefits through the planning system. A key outcome has been the development of a new approach to assessing strategic public transport connectivity, which will help optimise growth across the city. Work is on track to deliver the Strategic Connectivity Study and Sustainable Access Measure (SAM), with a new SAM metric to inform housing capacity expected by Q1 2026–27. SAM is now integrated into the draft new London Plan and the approach to optimising densities.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q4 RAG	Q3 RAG	Project overview
3.1 Developing Beckton / Thamesmead	G	G	Significant progress has been made in unlocking the long-term development potential of Beckton Riverside and Thamesmead, underpinned by major infrastructure investment. A key milestone was the government's funding commitment for the Docklands Light Railway (DLR) extension at the Budget, alongside Thamesmead being shortlisted as one of seven new town proposals in March 2026. These achievements provide strong national backing and a clear pathway for delivery at scale. Planning progress has also been achieved at Beckton Riverside, where the first phase application received a resolution to grant permission in October 2025, marking an important step towards delivery. At the same time, the programme remains on track for submission of the Transport and Works Act Order for the DLR extension. Capacity is now being strengthened across partners to support the transition into delivery, particularly in relation to housing. Together, these outcomes are helping to establish the foundations for a coordinated approach, with the potential to deliver substantial new homes, infrastructure and economic growth in east London.
3.2 Identifying the further transport schemes	G	G	Positive progress has been made in identifying and advancing the transport interventions required to support a step change in housing delivery and growth across London. Major schemes, including the DLR extension to Thamesmead and the Great Northern devolution programme, have continued to move forward. Strategic priorities have been further clarified through the London Growth Plan, Spending Review submission and the publication of the London Infrastructure Framework in March 2026. A housing-led assessment of major transport projects is also underway alongside London Plan development, ensuring that infrastructure investment is closely aligned with new policies, growth ambitions and capacity for new homes. Looking ahead, TfL and the GLA are developing a pipeline of transport interventions for inclusion in the London Plan, supported by ongoing business case development. Joint work has also begun on innovative funding approaches, with renewed engagement planned with HM Treasury. This work is strengthening the case for investment and helping unlock sustainable growth across the capital.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q4 RAG	Q3 RAG	Project overview
3.3 Optimised delivery on small sites	G	G	Good progress has been made in advancing delivery on small sites, with coordinated work across the Small Sites Delivery Plan (SSDP), the Small Sites Small Builders (SSSB) programme and the development (as part of work on the new London Plan) of a London-wide Small Site Design Code. These sub-projects, led jointly by GLA directorates Good Growth and Housing & Land, aim to help create the conditions for more consistent and viable small-scale development across London. Key outcomes include the roll out of targeted SSSB investment and the dissemination of best practice, supporting SME builders and unlocking delivery on constrained sites. This is contributing to a more diverse and resilient housing supply. At the same time, work on the London-wide Small Site Design Code is progressing, which should provide a clearer framework to support high-quality development and future policy alignment through the London Plan (noting that there are some risks that the Ministry of Housing, Communities and Local Government (MHCLG) might seek to preclude a London approach alongside their national design code – we are working with them to try to minimise this risk). Together, these interventions strengthen delivery on small sites and embed a more coordinated, long-term approach.
3.4 New place-based delivery mechanisms and tools.	G	G	This project is exploring a range of place-based delivery tools, including Mayoral Development Corporations, Mayoral Development Orders (MDOs) and other delivery models, to increase the scale, pace and coordination of development in key areas. Early work has been testing different approaches and identify where these mechanisms can be most effectively applied - and good progress has been made. In particular, work on MDOs has moved forward, with a Memorandum of Understanding agreed with the Ministry of Housing, Communities and Local Government (MHCLG), securing funding to support the legal and technical preparation of MDOs. Initial advice has been received from legal advisers, and planning and technical consultants are now in place to take this work forward.
3.5 Maximising other brownfield opportunities.	G	G	Progress has been made in assessing further potential sources of supply and identifying and progressing new brownfield opportunities to support increased housing delivery beyond the current London Plan e.g. industrial land, suburban intensification etc. The overall approach and sites are being tested against sustainability and viability criteria. This is strengthening the approach to intensification in well-connected areas and more strategic use of land. Engagement with the Mayor's Office has helped shape the emerging policy approach, ensuring alignment with wider priorities and informing the draft London Plan, which remains on track for consultation in summer 2026. Some risks remain, particularly uncertainty linked to the government's National Planning Policy Framework (NPPF) consultation, which may affect policy direction and delivery timescales, and also local political challenges. These risks are being actively managed as work continues.

3A. PERFORMANCE

MAKING BEST USE OF LAND

Project	Q4 RAG	Q3 RAG	Project overview
3.6 Identifying and progressing major housing sites beyond current urban extent of London	G	G	Identification and progression of major new housing opportunities beyond London's existing urban footprint continues, with Enfield and Thamesmead shortlisted by the government as potential sites for new towns. Some significant risks remain, particularly around local political support following elections and wider cross-boundary engagement, but strong programme management and partnerships are supporting continued momentum.
3.7 Identifying and progressing major commercial, mixed use and gateway schemes	A	A	Progress has been made in advancing major commercial and mixed-use opportunities at key transport hubs, including Euston, Victoria, Waterloo and Stratford. Engagement is now well established with TfL, Network Rail and borough partners, supporting the development of emerging proposals and strengthening alignment between transport investment and wider economic growth objectives. Early outcomes include advancing feasibility work, with a preliminary Strategic Outline Business Case for long-term enhancements at Stratford station submitted to the Department for Transport (DfT) in May 2026; initial work looking at opportunities at Stratford International; and further progress at Victoria following TfL Commissioner review. Work is also underway to define the commercial potential of key sites, including opportunities linked to growth sectors such as life sciences at Euston. However, schemes remain at an early stage, with masterplans and delivery models still being developed and funding routes yet to be confirmed. In a challenging funding context, securing GLA Group prioritisation will be critical to progressing these projects. Continued partnership working will be key to unlocking their full potential and moving towards delivery.
4.1 Embedding good design	G	G	Design advice continues to support high-quality outcomes across priority projects. The new cohort of Mayor's Design Advocates (MDAs) have been appointed and are now being deployed, with induction completed and initial assignments underway. The Town Architect pilot has seen 10 places supported with strategic design expertise and evaluation of the programme is progressing, including case-making for future development based on early feedback. The Network of Expertise in Design Delivery (NEDD) remains active, sharing best practice and developing protocols to ensure Mayoral delivery arms are maximising quality. Work on the next Architecture and Urbanism (A+U) Framework continues, including lot restructuring and exploring routes to prioritise representation on the framework; however, procurement resourcing delays have pushed back planned timescales, requiring an extension to the current framework to maintain continuity.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q4 RAG	Q3 RAG	Project overview
5.1 Strengthening and supporting borough planning capacity	A	G	Advisory Team for Large Applications (ATLAS) London has delivered strong year-end progress, establishing a robust foundation to accelerate housing delivery. The service was formally launched at the BusinessLDN event alongside a new site selection platform, contributing to a growing pipeline of over 120 sites across the ATLAS London and NHA London platforms, with further submissions continuing. ATLAS London is supporting the progression of over 3,500 homes through the planning process this year, while actively working across a rolling pipeline of more than 23,000 homes in London. The pipeline is being actively assessed to inform prioritisation and delivery. The GLA has secured strong financial backing through sustained engagement with the Ministry of Housing, Communities and Local Government (MHCLG). Current funding received is £2m to establish the ATLAS model in London and a further £3m grant for Local Planning Authorities to support local capacity. Conversations with MHCLG are ongoing to confirm financial support until at least 2029-30.
5.2 Digital and data improvements	G	G	Further progress has been made this year in enhancing digital and data capabilities to support planning and delivery across London. Development of new ATLAS and NHA modules within LAND4LDN is well advanced, with an initial version now in testing and Phase 1 go live expected shortly. These will enable boroughs to submit, track and monitor sites more effectively, with further improvements planned. A new Power BI dashboard is being tested with borough partners to support quarterly monitoring of planning approvals, alongside the introduction of a new pan-London data monitoring framework, the Planning London Datahub. This will be underpinned by a new data module, providing access to additional datasets to better track starts and completions. The Planning London Datahub website has launched, offering publicly accessible data updated nightly, while a clear strategy for digitalisation and engagement will guide continued improvements over the next 12–24 months.

3B. FINANCIAL SUMMARY
MAKING BEST USE OF LAND

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	3.2	4.1	5.0	0.9
Q4	3.2	4.8	5.4 (Actual)	0.7

Significant programme variances

There was a £0.5 million overspend on the London Estate Delivery Unit with the Housing and Land GLA directorate, where the team did not receive NHS funding contributions for the last two financial years. This has been factored into the budget for future years.

There was an additional overspend of £0.2 million on the London Plan project.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	11.1	11.1	10.7	-0.5
Q4	11.1	11.1	10.7 (Actual)	-0.4

Significant programme variances

The underspend of £0.4 million was driven by savings on the North Woolwich Road project, which resulted in a reduction in the claims from the borough. This phase of the project is now completed.

4. REDUCING NON-RESIDENTIAL EMISSIONS

4. REDUCING NON-RESIDENTIAL EMISSIONS

SRO - MEGAN LIFE
ASSISTANT DIRECTOR, ENVIRONMENT AND ENERGY

Programme Performance Summary

During Q4 and throughout 2025-26, the Reducing Non-Residential Emissions programme has made strong progress in a number of key areas.

We've successfully used our grant funding to drive energy efficiency across London. The Mayor's Greener Schools programme has invested several million pounds in solar panel installation, batteries, and other energy efficiency measures in 37 London schools, saving each school an average of £13k per year. Similarly, the London Community Energy Fund has opened and closed for another round of bids, with 26 projects awarded funding during Q4. The retrofit of the historic Royal Institution is now complete, following £4.35m worth of investment from the Mayor of London. The project has overachieved by reducing emissions by 42 per cent and reaching an Energy Performance Certificate (EPC) rating of B.

We are building momentum towards clean power solutions for the GLA Group's supply of electricity. TfL concluded a private wire agreement in March 2026, in addition to the power purchase agreement signed in June 2025. These deals maximise the power of the GLA Group as a consumer to drive the creation of new renewable energy assets. We are actively exploring options for other GLA Group members.

The Zero Carbon Accelerator is supporting over 50 climate projects worth over £420m. Technical assistance and project development are fundamental to a strong pipeline of net zero projects, and we are working across hospitals, leisure centres, homes, and other public buildings. The new RE:FIT5 framework, now ready to launch in Q1 2026-27, will significantly speed up delivery of decarbonisation projects across London by helping public sector partners avoid lengthy procurement processes.

Our work on green finance continues with 15 projects now allocated funding worth over two thirds of the £500m Green Finance Fund. The Mayor's Climate Finance Taskforce has also convened partners to support the GLA's strategic work in this area. We are, however, yet to secure a deal on the EDGE fund so work is underway to reflect on how that fund is working and consider next steps.

We are managing a significant risk from potential changes in the National Planning Policy Framework (NPPF). Proposed amendments will limit the Mayor's ability to set energy efficiency standards through the London Plan – a tool that has achieved significant reductions in carbon emissions from London's buildings. The Mayor responded to the NPPF consultation to make the case for London to have a continued ability to set policies that work for our city and we will await the final confirmed NPPF.

4A. PERFORMANCE
REDUCING NON-RESIDENTIAL EMISSIONS

Project	Q4 RAG	Q3 RAG	Project overview
1.1 Delivering the Greener Schools initiative	G	G	By the end of March 2026, 37 schools have completed installations of solar PV or other energy saving measures and a final five are expected to complete by the end of May 2026. In total, 31 schools have had solar energy installed on them and 11 had LED installations. Other measures, such as insulation and battery storage for solar PV, were also installed. Of the 48 schools originally offered funding, six have been unable to complete their installations. The GLA's strategic partner, Retrofit Action For Tomorrow (RAFT), has delivered a range of engagement activities with schools, supporting education and engagement of students.
1.2 Ensuring London's planning policies support a transition to a zero-carbon economy while delivering housing and economic growth	A	A	Officers are actively working with the London Plan team to develop policies that focus on delivering high-quality new buildings and homes that are as energy efficient as possible. This project is Amber due to proposed changes to the National Policy Planning Framework that may make it more difficult for London to set it's own policies beyond national standards.
2.1 Delivering another round of the London Community Energy Fund.	G	G	The eighth round of the London Community Energy Fund (LCEF) closed in December 2025 and received 118 applications. Successful applicants were informed in March 2026, with 26 projects covering 12 boroughs awarded funding. The successful projects will be announced during London Climate Action Week (LCAW) in June 2026.
2.2 Supporting the GLA Group to consume and generate clean power.	G	G	TfL concluded a private wire agreement in March 2026 to deliver up to 65GWh of renewable electricity, which is equivalent to powering more than 21,500 homes. Work was undertaken throughout 2025-26 to develop clean power options for all other GLA Group organisations. Business cases to explore Power Purchase Agreements (PPAs) were produced and sent to three of the four organisations in March 2026. The final business case will be sent in the coming weeks. These will form the basis of decisions on whether each organisation will proceed to procurement for a PPA, which will be made in Q2 2026-27.
3.1 Driving a pipeline of viable and investible decarbonisation projects	G	G	The Zero Carbon Accelerator (ZCA) has delivered at pace this year, supporting 51 projects in its lifetime, delivering support worth over £420 million across London, with six further support packages in development. These activities are expected to save over 600,000 tonnes of CO_2 over their lifetime, and around 24,000 tonnes annually by 2030.
3.2 Financing projects through the Mayor's London Climate Finance Facility	A	A	The Green Finance Fund (GFF) continues to deliver well, with over two thirds of the £500m commitment allocated to 15 projects to date. Demand from the fifth round of Expressions of Interest was high, with continuing work to develop a pipeline of projects that are likely to seek finance from the GFF over the next two years. The amber rating reflects the uncertainty surrounding securing a first London EDGE deal by Q1 2026-27, despite the efforts of officers in the Environment and Energy Unit and London Treasury.
3.3 Developing a new strategy for enabling London to access green finance at scale	G	G	The work during the year has included convening and collaborating with the Climate Finance Taskforce to develop a strategy that works for London. In Q4 we held the second meeting of the Climate Finance Taskforce and completed individual meetings with all Taskforce member organisations. Taskforce findings were submitted to the GLA in May 2026, with the report to be finalised in June. This will inform the GLA's approach to mobilising green finance for London.

4A. PERFORMANCE

REDUCING NON-RESIDENTIAL EMISSIONS

Project	Q4 RAG	Q3 RAG	Project overview
4.1 Support London's waste authorities, citizens, and businesses to reduce waste, reduce carbon emissions and increase circularity	G	G	The GLA continues to engage with waste authorities and other partners via Re:London and the Deputy Mayor for Environment and Energy is actively carrying out his role as Chair. Work to support the current and future London Plan policies on waste and circular economy are well underway.
5.1 Maintaining London's role in climate leadership	G	G	This project continues to make good progress this year across its initiatives, including the Mayor of London making commitments to accelerate climate action over the next 12 months at the C40 World Mayors Summit, a new suite of Commissioners joining the London Climate and Sustainability Commission (LCSC) and our publication of London's latest emissions and greenhouse gas inventory. In Q4 the London Energy Mission Board approved its goal to "spark an unstoppable shift to decarbonise heating by 2035". A Delivery Plan and Delivery Group are now being established to implement the work.
5.2 Ensuring the GLA Group is leading by example	G	G	This project has delivered on multiple activities this year. In Q4, the GLA Group's fourth Climate Budget was published in February 2026 as part of the final budget and capital spending plan. Climate literacy training continues. The new Responsible Procurement Delivery Plan was agreed and is now taking forward, with case studies on delivery published in February 2026.

4B. FINANCIAL SUMMARY
REDUCING NON-RESIDENTIAL EMISSIONS

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	11.5	15.5	12.4	-3.1
Q4	11.5	15.4	11.4 (Actual)	-4.1

Significant programme variances

There is a £3.0 million underspend on the Zero Carbon Accelerator project (project 3.1) due to delays getting to contract, meaning delivery has slipped into the 2026-27 financial year. A budget carry forward has been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

There is also a £0.7 million underspend mainly on the London Community Energy Fund project, due to delays in the project and the number of grant requests received; all grant offer letters have been sent out committing the expenditure. A budget carry forward has been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

A further £0.4 million underspend has occurred in staffing, mainly as a result of vacancies. This is offset by an overspend in the Greener Schools project due to higher than budgeted for salary recharges.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	79.0	86.0	86.0	0.0
Q4	79.0	86.5	73.6 (Actual)	-13.0

Significant programme variances

This is due mainly to a £12.0 million underspend on the Green Finance Fund Loan project, as a result of delays from two borrowers drawing down their loan tranches in 2025-26. This funding is expected to be drawn down in 2026-27.

The remaining £1.0 million underspend is due to both the Net Zero School and the Department for Energy Security and Net Zero (DESNZ) funded Greener School capital programmes are underspent. A budget carry forward has been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

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

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

ACTING SRO - TIM STEER
EXECUTIVE DIRECTOR, HOUSING AND LAND

Programme Performance Summary

The majority of the projects within the Accommodation and Wider Support for Those Who Need It Most programme performed well during the financial year 2025 26, with most projects now in the delivery and implementation phase.

During 2025 26, the programme successfully:

- progressed a redesign of regional rough sleeping services to embed a focus on prevention (with delivery due to start in early 2027), including making progress in identifying a site for the fifth Ending Homelessness hub
- launched the Domestic Abuse Safe Accommodation (DASA) 'By and For' grants programme, with 17 organisations starting delivery by 1 April 2027, and developed a new DASA commissioning strategy, with procurement activity due to start in summer 2026
- completed delivery of the Hong Kong and Ukrainian integration programmes, funding ten voluntary, community and social enterprise organisations, commissioning a Good Practice Publication to share learning from local authorities in how to effectively support both these communities, and delivering an 'incubator' programme to support Hong Kong organisations on their journey to sustainability. Funded organisations reached over 14,000 community members through targeted interventions.
- put in place new joint governance and coordination arrangements for the Ending Homelessness Accelerator Programme (EHAP)

Partnership working remains at the heart of everything we do, with effective cross-government engagement between GLA, London Councils, boroughs, sub-regions, and central government departments.

The main challenges facing the programme have been continued high levels of need, procurement delays affecting contract finalisation and systemic issues around immigration advice funding. Despite this, the programme has maintained momentum in embedding new approaches and remains well positioned to achieve its strategic objectives of ending rough sleeping and providing accommodation and support for those who need it most. This quarter saw a significant reduction in the number of people seen sleeping rough in the last quarter (Q4): by 18 per cent compared to the previous quarter, and 11 per cent compared to the same quarter a year earlier. This translates to almost 500 fewer people seen sleeping rough in Q4 of 2025-26, compared with Q4 2024-25 - numerically the biggest fall in a year unaffected by COVID since 2014. Work is underway to understand what has driven these changes and their relationship to delivery under the programme.

5A. PERFORMANCE

ACCOMMODATION AND WIDER SUPPORT FOR THOSE WHO NEED IT MOST

Project	Q4 RAG	Q3 RAG	Project overview
1.1 Prevent rough sleeping wherever possible	G	G	The project remains on track, with good progress on both the service redesign and the development of the Hubs. A potential building for a fifth Hub has been identified, along with possible staging posts, and work on redesigning commissioned services and mapping crisis pathways is progressing well. We're also on schedule to extend existing services and bring new grant-funded provision into place. Over the next phase, the team will move into procurement for the redesigned services to ensure they align with the Rough Sleeping Plan of Action. Engagement with the relevant local authority on the fifth Hub continues, and we'll begin procuring the technical and legal advice needed for the buildings under consideration. Alongside this, we'll keep monitoring rough sleeping trends to understand how well prevention measures are working and adjust our approach as needed.
1.2 Provide rapid, sustainable routes away from the streets for people who are sleeping rough	A	G	The Homes off the Streets programme and the Single Homelessness Accommodation Programme (SHAP) projects continue to make strong progress. The SHAP support projects have now supported 499 people, including 75 tenancy ends, of which 40 were positive move-ons, and are on track to meet the 500-person target. Government has confirmed a three-year extension and made further funding available for this project. Meanwhile, design work for the Homes off the Streets capital programme is well underway to support a Q4 2026–27 launch, and recommissioning of related support services has begun, though timelines remain dependent on TfL procurement. Looking ahead, programme and service design work will continue to keep the Homes off the Streets launch on track for Q4 2026–27. SHAP schemes will be monitored closely as the final projects complete, ensuring the 500-person target is achieved and that extension paperwork reflects the new funding profile. Engagement with government and other funders will also continue as part of the next phase of delivery.
1.3 Domestic Abuse Safe Accommodation (DASA) programme	A	G	The project continues to move forward well, with strong progress across the grants delivery. The 'by and for' grants launched in summer 2025, attracting 33 eligible applications, and 17 allocations have now been confirmed. All grant agreements with 'by and for'-led providers are signed, enabling service delivery from April 2026. The new commissioning programme remains on track for a summer 2026 launch, now expected in July due to TfL procurement timelines. Work to strengthen support pathways for domestic abuse victims and survivors is also progressing, with a particular focus on marginalised and minoritised groups through both the grants programme and the extension of Lot 2 Call Off contracts for 2026-27. Over the coming period, the team will finalise the grants allocation process and complete development of the commissioning framework, securing sign-off on the final options shaped by feedback from victims, survivors and stakeholders. Preparations for the summer 2026 commissioning launch will continue. The extended timeline for Domestic Abuse Safe Accommodation Housing Programme (DASHAP) Starts on Site—now achievable by September 2026—will be used to assess whether a further extension is appropriate, alongside continued engagement with govern government."and other funders.

5A. PERFORMANCE

ACCOMMODATION AND WIDER SUPPORT FOR THOSE WHO NEED IT MOST

Project	Q4 RAG	Q3 RAG	Project overview
1.4 Domestic Abuse Safe Accommodation Housing Programme (DASHAP)	G	G	This project continues to make steady progress, supported by recent allocation approvals and updated timelines. Three schemes have now been approved, totalling up to £4.9m in capital and £681k in revenue funding. Work will now focus on building on this momentum through continued engagement and the development of the four current pipeline bids. Over the coming period, the team will continue working with the sector to support partnerships between service providers and capital partners, while closely monitoring the three approved schemes as they progress towards expected starts in 2026–27. This will help maintain delivery confidence and ensure the programme remains on track as implementation advances.
1.5 Housing Moves	G	G	Housing Moves continues to deliver for its two intended groups; victims/survivors of domestic abuse and former rough sleepers. In Q4 2025-26, the Housing Moves scheme achieved 39 moves and re-established stakeholder engagement with the G15, thanks to the appointment of a permanent Housing Mobility Manager. Meetings have now been held with seven out of 12 of the G15. Of the 12, five have been identified as being the highest priority to meet with, due to lowest contributions and highest contribution targets. We have so far met four of these high priority housing associations.
2.1 Welcome and integration support – Hong Kong and Ukraine	G	G	We have now completed substantive delivery of all Hong Kong and Ukraine projects, save for some wrap up activities and published resources which will be made available in Q1 2026-27. Funded organisations reached over 14,000 community members through targeted interventions which enabled over 6,000 Hongkongers to feel more connected to their local community; over 3,000 Hongkongers and Ukrainians to improve their wellbeing, over 500 Hongkongers to improve their confidence in finding employment, and over 4,000 Hongkongers and Ukrainians to build trust in public institutions. During Q4 we grant funded Ukrainian organisations delivering legal education, outreach and direct support to Ukrainians Londoners, as well as support for Ukrainian families to navigate educational support services and providing early intervention on welfare and wellbeing of children. This work has been completed and we are due to receive final reports in Q1 2026-27.
2.2 Building immigration advice capacity	G	A	Despite systemic funding issues, all three areas of work investing in immigration advice capacity are on target. This is across an investment into training new advisers to improve advice capacity, training organisations (including local authorities) on how to support migrant workers experiencing labour exploitation, and maintaining the Migrant Londoners' Hub as a source of accurate, up-to-date information and support for Londoners. Our funding has contributed to a wider programme that has seen seven new partners newly onboarded to the frontline immigration advice programme (FIAP), totalling 132 in London and 177 course completions. This is a significant increase in advice provision able reach to Londoners in need, estimated to be approximately 20% of total Level 2 provision in London. All three programmes will continue into next financial year.

5A. PERFORMANCE
ACCOMMODATION AND WIDER SUPPORT FOR THOSE WHO NEED IT MOST

Project	Q4 RAG	Q3 RAG	Project overview
3.1 Provide strategic leadership and systems change to end rough sleeping and tackle all forms of homelessness	G	G	The Ending Homelessness Accelerator Programme (EHAP) continues to move forward on track, supported by established governance structures. Since January, the five thematic groups have been meeting regularly to drive cross-sector delivery, and all Phase I plans were signed off by the Delivery Board in March 2026. Baseline work on the shared outcomes framework is underway, and the Board has confirmed funding plans for part of the Ministry of Housing, Communities and Local Government (MHCLG) Homelessness and Rough Sleeping Grant, including the new Long-Term Rough Sleeping Innovation Grant announced in February 2026. This funding will support targeted interventions at both regional and sub-regional levels. In the coming quarter, the focus will shift to delivering the Phase I plans and allocating funding to specific initiatives, while beginning implementation of the shared outcomes framework across regional and sub-regional partners. Work will also continue to strengthen sub-regional governance and coordination to support consistent delivery and maintain programme momentum.
3.2 Deliver the DASA strategy 2025-27 and DASA Partnership Board	G	A	In Q4 2025-26, the GLA/MOPAC sought views and feedback from the Domestic Abuse Safe Accommodation (DASA) Partnership Board on our new commissioning strategy. Members of the DASA Partnership Board have been informed of our intention to restructure the board and refresh membership by April 2027. The refresh of the board will consider representation on the board and ensure participation of both the violence against women and girls (VAWG) and housing sectors, consider how best to incorporate lived experience voices, and establish how the board works and interfaces with the Ending Homelessness Accelerator Programme. Over the course of 2026-27, three meetings with the current DASA partnership board will be held and will focus on their feedback on key policy and strategy documents (including a central government report on sanctuary schemes, whole housing approach toolkit) and consultation sessions around the remit of the subregional coordinator roles, which are part of our new commissioning strategy and are expected to be in post by April 2027.
3.3 Migration system leadership	G	A	The London Strategic Migration Partnership (LSMP) continued to provide expertise, guidance and support to London boroughs and other partners to deliver for migrant Londoners and the wider community. In an anonymised borough survey, of 17 councils that responded, 10 said LSMP was very helpful in assisting their work over the past 12 months, three said fairly helpful, two did not know, and two said the question was not applicable. The LSMP resettlement function also continued to provide operational support to enable the successful resettlement of refugees. Between April 2025 and March 2026, 133 households, comprising 567 individuals, were resettled in London through the Afghan resettlement programme and UK Resettlement Scheme. The LSMP Board maintained system leadership on migration, asylum and refugee issues across London, with progress against most agreed objectives, including embedding new collaboration between the Home Office and councils to prevent refugee rough sleeping.

5B. FINANCIAL SUMMARY
ACCOMMODATION AND WIDER SUPPORT FOR THOSE WHO NEED IT MOST

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	15.3	16.8	16.8	0.0
Q4	15.3	16.8	13.5 (Actual)	-3.3

Significant programme variances

The rough sleeping core programme budget has an underspend of £3.3 million, due to delayed starts to the Ending Homelessness Hubs and Floating Hubs projects. In addition, expenditure from the Rough Sleeping Core programme budget was also re-aligned to the Ministry of Housing, Communities and Local Government (MHCLG) funded Rough Sleeping Prevention and Recovery Grant. A budget carry forward has been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

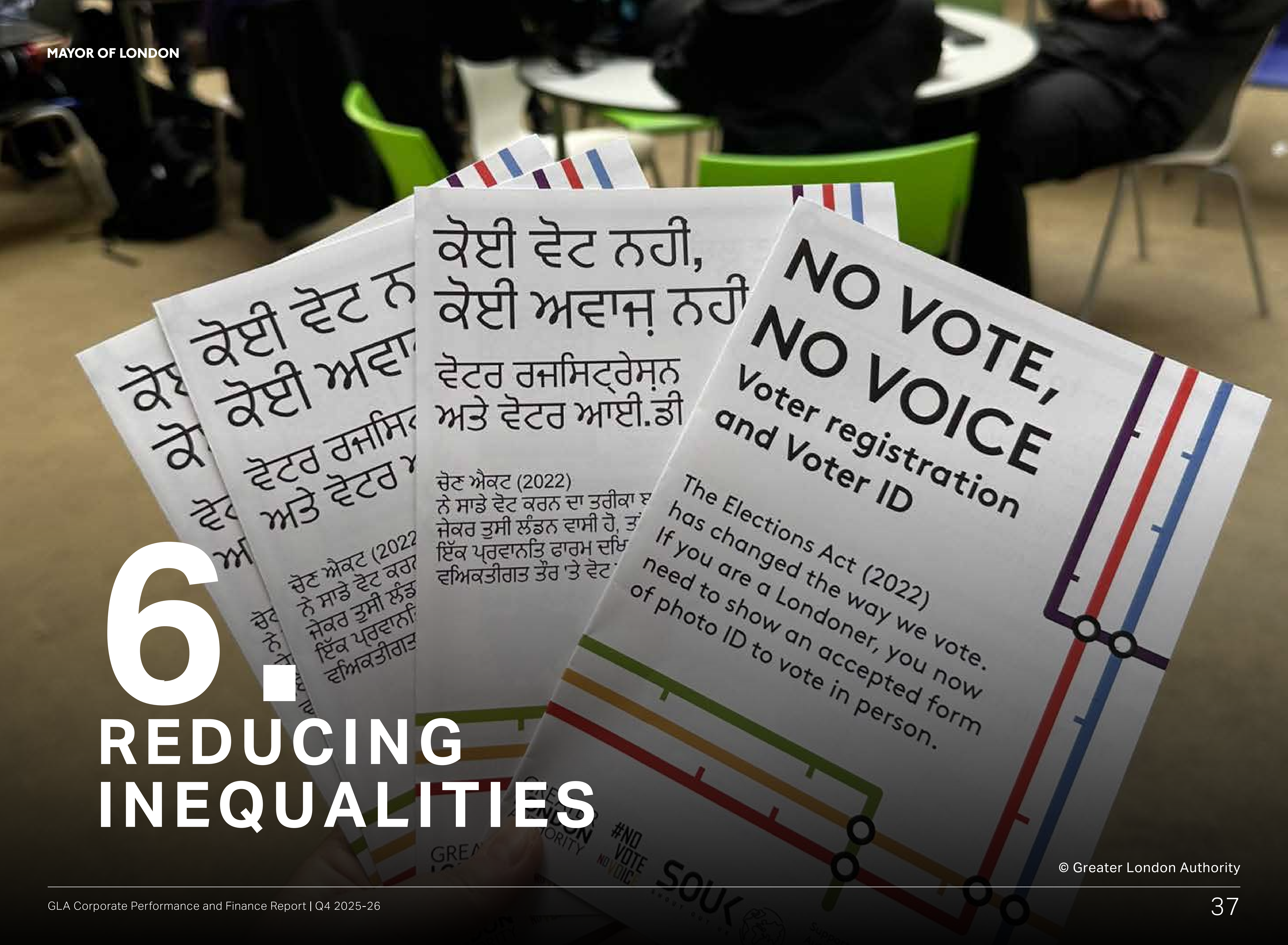
Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	N/A	N/A	N/A	N/A
Q4	0.0	0.0	0.1 (Actual)	0.1

Significant programme variances

£0.1 million of unbudgeted capital expenditure in Q4 on the Single Homelessness Programme, therefore an overspend as no capital budget was previously set for 2025-26. This was a late grant claim relating to a previous financial year. The GLA has been reimbursed by the Department of Health and Social Care.



6. REDUCING INEQUALITIES

6. REDUCING INEQUALITIES

SRO - JAZZ BHOGAL
ASSISTANT DIRECTOR, HEALTH, CHILDREN AND YOUNG LONDONERS

Programme Performance Summary

The Reducing Inequalities programme supports the Mayor's ambition that all Londoners are given the opportunity to thrive and share in the city's success, with no one left behind and all of our communities valued and celebrated. Over 2025-26 we've worked with partners to deliver this vision; creating new employment opportunities, putting money in families' pockets, and supporting new spaces for communities to come together.
Over 1,400 Londoners have been reached by the delivery of benefits advice in Family Hubs and children's centres since the launch of the programme across 12 London boroughs in January 2026, identifying £695,000 for struggling families. Our wider income maximisation work has reached 57,151 Londoners and yielded £37.8 million in financial gains over the course of 2025-26. However, with global insecurity renewing pressures on the cost of living due, demand for this support will only grow.

London health and care partners have come together to explore even closer city-wide collaboration to improve health and reduce health inequalities, through tangible action to tackle key challenges shaping Londoners' health. Emerging themes include heart health, mental health and children's health, and how to support a stronger shift from treatment of sickness to the prevention of ill health. The NHS is also a key participant in the London Anchor Institutions Network, where we continue to convene strategic organisations to open up skills and training pathways, and to act on climate change.

The Mayor also continues to deliver programmes supporting Londoners' physical and mental health. This includes training nearly half a million in suicide prevention, and our Heart Health programme has already placed 30 public access defibrillators in some of the communities that need them most. We continue to collaborate across the GLA Group to ensure consideration of how all the Mayor's activity can contribute to better health outcomes for Londoners and tackle health inequalities. This includes specialist advice to support the development of the Policing and Crime Action Plan, the Rough Sleeping Action Plan, and the Vision Zero Action Plan 2.

Backed by £1.8 million investment from the Mayor and match funding by the National Lottery Community Fund, our 30 new Loved and Wanted Spaces are delivering activities to strengthen community bonds, bring Londoners together, and provide support. Helping to ensuring all Londoners have a meaningful say in the running of their city and beyond, the GLA's democratic participation work continues support participation in civic life, with the second annual London Democracy Week directly engaging over 1000 young Londoners and reaching over half a million online. Deep engagement also continues from City Hall, with the Deputy Mayor for Communities and Social Justice convening a number of forums, including the Deaf and Disabled People's Organisations' Forum, Race Equity Roundtables, and LGBTQ+ forum. Developed in partnership with these forums, we will be publishing the Mayor's first Disability Action Plan and his annual Equalities Report in Q1 2026-27 - demonstrating how all the Mayor's work across the GLA Group contributes to making London a fairer city for all.

6A. PERFORMANCE
REDUCING INEQUALITIES

Project	Q4 RAG	Q3 RAG	Project overview
1.1 Engaging Londoners to shape GLA group programme and policy delivery	G	G	The Deputy Mayor for Communities and Social Justice has chaired multiple meetings of the Deaf and Disabled People's Organisations' Forum, the Race Equity Roundtables, the LGBTQ+ Forum and the Mayoral EDI Advisory Group. Through these sessions, partners have provided valuable insight into the structural barriers disabled Londoners face in employment, the accessibility challenges involved in engaging with City Hall, and the obstacles they encounter in securing housing and safety. They have also shared perspectives on social cohesion issues and the policing experiences of LGBTQI+ Londoners. This feedback has directly shaped the development of the Mayor's first Disability Action Plan, due to be published after the local elections, as well as wider Mayoral work on social cohesion and City Hall's ongoing engagement with communities. Over the past year, we have strengthened governance and representation across all forums, resulting in a broader range of voices, clearer reporting on how insights are influencing policy, and more meaningful engagement overall. The strong advocacy of members of the Deaf and Disabled People's Organisations' Forum has been particularly influential in shaping the Disability Action Plan, which will support improvements for disabled Londoners throughout the remainder of this Mayoral term.
1.2 Embedding and promoting equality and equity	G	G	The GLA Equalities team has launched its improvement programme for the GLA Equality impact assessments (EqIA) process, which will help to further embed good practice in assessing equality impacts of work across the organisation. This has begun with work to assess the knowledge and experience of teams engaging with existing resources and guidance.
1.3 Enabling Increasing trust and confidence in public services	A	A	Over the past year, 32 participants engaged in leadership conversations to promote commitment to LARCH; 21 organisations engaged in onboarding and support sessions for use of the REMI tool; New users to website grew by 27%. The Centre for Mental Health delivered their final report and recommendations on the role of population-level, anti-racist interventions in addressing inequities in mental health. Positive discussions have taken place with the NHS, Anchor Institutions Network and the Association of Directors of Public Health (ADPH) London, which have all expressed support for sustaining elements of the London Anti-Racism Collaboration for Health (LARCH) programme. The programme remains Amber while next steps are finalised.
2.1 Working with London's communities	G	G	As part of Talk London's continuous improvement, user research with underrepresented Londoners took place between January and March 2026, and completed on time. We received a report with detailed recommendations to improve content, product and user experiences. We started to prioritise the recommendations at the end of March 2026, and will work to add them to our roadmap of site improvements. Not all changes will require a change to product/development work, and there are lots of suggestions to improve content, which will be prioritised.

6

6A. PERFORMANCE
REDUCING INEQUALITIES

Project	Q4 RAG	Q3 RAG	Project overview
2.2 Civic and democratic participation	G	G	We delivered the second annual London Democracy Week from 9–15 March under the theme Shaping London Together. Working with our delivery partner, Shout Out UK, we co-designed informational resources, ran a digital campaign amplified by coalition partners, and delivered voter-registration stalls, assemblies and workshops across educational institutions. We also hosted an event at City Hall with partners to explore how we can collectively support a stronger democracy in London. Over the past year, this work has contributed to increased voter-registration rates during London Voter Registration Week (LVRW) 2025 compared with both LVRW 2024 and the rest of the UK.
2.3 Influencing London's collaborative funding model to support the Mayor's priorities	A	A	Over the past year, the New Deal for Young People (NDYP) externally funded projects have continued to secure strong outcomes. In total, 31 projects have received more than £12m in external funding to support ongoing delivery. Of these, 24 NDYP projects have secured up to 12 months of additional funding from The National Lottery Community Fund or City Bridge Foundation, extending delivery to March 2026. A further 10 NDYP projects have successfully secured seven-year funding through Propel, enabling them to build on their mentoring work and contribute to wider systems change. Following the 2026-27 budget, the future of the Propel project will be reviewed.
3.1 Loved and Wanted, Community Support and activity to support social cohesion	G	G	30 Loved and Wanted community spaces were launched by the Mayor on 13 February 2026. An induction day with all the venues and learning and evaluation delivery partners was held in March 2026. Delivery partners have been onboarded and ways of working agreed with the co-funder.
4.1 Working with national and local government to tackle poverty	G	A	The local welfare outcomes framework pilot has now completed its implementation and data-collection phase and has been highlighted by the Department for Work and Pensions (DWP) as a best-practice case study in its national guidance for councils on the Crisis and Resilience Fund. DWP is also exploring how elements of the framework can be embedded more firmly in the Year 2 guidance for 2027–28. Over the past year, the government's Child Poverty Strategy has cited the Mayor's Universal Free School Meals and Income Maximisation programmes as strong examples of regional systems leadership, and—following sustained engagement with officials and ministers—includes commitments that reflect London's specific challenges, including abolishing the two-child limit and improving support for children in Temporary Accommodation and families with No Recourse to Public Funds. Engagement has continued with the Child Poverty Unit and London Councils to plan a London Leaders roundtable after the local elections. The successful implementation of the GLA's local welfare monitoring and evaluation framework, and its adoption in national guidance, demonstrates the value of the pilot and provides a strong foundation for further embedding this approach in future years.

6A. PERFORMANCE
REDUCING INEQUALITIES

Project	Q4 RAG	Q3 RAG	Project overview
4.2 Income maximisation and child poverty	A	G	This is rated Amber primarily due to issues around lower than anticipated reach and integration between family services and advice services as the Family Financial Resilience Partnership (FFRP) sets up and embeds a new delivery model. Actions for addressing these challenges are in place. Notwithstanding these issues, in the first quarter of delivery, the project has already reached over 2000 families and achieved over £1.5m in financial gains. Whilst reach is lower than expected, the gains achieved exceeded the target for the project. A learning and evaluation partner has been identified and will be appointed, and a user research report to support delivery has been delivered by the Digital Experience Unit (DEU). Good progress continues to be made on the benefit uptake campaigns for Pension Credit, Attendance Allowance and Healthy Start. A pilot for benefit up-take of Personal Independence Payments for Disabled Londoners is being planned.
4.3 London Anchor Institutions' Network	G	G	London Anchor Institutions' Network (LAIN) has continued to convene practice sharing sessions for anchor institutions across the city to improve outcomes for Londoners in line with the project aims. Other updates this quarter include: running a major conference with the NHS to advance anchor ways of working; launching a project to transfer apprenticeship levy from anchor institutions to fund early years apprenticeship training; a webinar, new guide and supply chain mentoring programme to increase supplier readiness amongst London's SMEs. Over the past year: LAIN has continued to convene anchor institutions across the city to tackle inequalities, support inclusive economic growth (in line with the London Growth Plan and Inclusive Talent Strategy) and take action on climate change (in line with the London Environment Strategy and London Climate Resilience Review). Key achievements over 2025-26 include: launching online climate literacy training adopted by more than ten anchor institutions and completed by more than 1,100 members of staff in its first quarter; launching a project to transfer £350k of apprenticeship levy from anchor institutions to fund training for 50 early years apprenticeships; delivering a wide range of activities to increase the amount of spend with SMEs from London's anchor institutions (£3.4bn since LAIN launched in 2021).
5.1 Health and Care System Leadership	G	G	Work to develop key priorities for London-wide action has been commissioned, an expert working group has been established and a rapid exercise undertaken to identify emerging themes and issues. Health and Care Partnership round table planned for Q1 2026-27 to set direction for collaborative work on health. Negotiations to secure formal position for this work in NHS England / Department for Health and Social Care regional governance continue as these structures develop and emerge. A wider review is underway with partners aimed at streamlining health and care governance.

6A. PERFORMANCE
REDUCING INEQUALITIES

Project	Q4 RAG	Q3 RAG	Project overview
5.2 Health Mission and Health Innovation Zone	G	G	The Health Innovation Zone (HIZ) made steady progress this year. The Steering Group heard from C the Signs on AI-driven early cancer detection and the challenges innovators face in the health system, reviewed the theory-of-change outputs, and received updates from the three workstreams on commissioning and procurement, decision-making and governance, and engagement. Throughout February and March 2026, the workstreams deepened their analysis, and the Co-chairs refined the emerging HIZ model and overall vision. By year-end, two successful Steering Group meetings had been held, the theory of change completed, all workstreams activated, and a draft London HIZ model developed and now undergoing further testing. Strong cross-sector commitment is in place to begin operating as a Health Innovation Zone ahead of formal accreditation. The London Health Mission also advanced well, with three Mission Board meetings and active workstreams on the theory of change, data and community insights. A data baseline has been established, the London Office of Technology and Innovation's (LOTI) Four Walls workshops identified key barriers and solutions, and Demos mapped priority groups and boroughs most affected by digital exclusion and low health literacy, with workshops scheduled for April–May 2026. Partnerships with Impact on Urban Health and London Plus have been secured, with London Plus establishing a Voluntary, Community and Social Enterprise (VCSE) reference group and producing best-practice case studies.
5.3 Health Inequalities Strategy Implementation plan	G	G	The Health Inequalities Strategy (HIS) implementation plan progress update was presented to the March RI Programme Board. Planning is underway for the Public Progress Report, in November 2026. Over the past year: the Health Inequalities Strategy (HIS) Implementation Plan for 2025-8 has been published; a template for internal quarterly reporting on the Health Inequalities Strategy has been developed; the first internal quarterly report on the HIS has been delivered to the Reducing Inequalities programme board; planning for the first public progress report on the 2025-28 HIS implementation plan has been undertaken (to be published in late 2026).
5.4 Mayor's Tests on NHS reconfiguration	G	G	An independent review assessing the proposed changes to Mount Vernon Cancer Centre against the Mayor's Test was completed, and a Mayoral letter based on these findings has been shared with key NHS stakeholders and decision-makers as part of their public consultation process. Other potential schemes continue to be closely monitored and assessed for their suitability to apply the Mayor's Tests. In 2025–26, we successfully commissioned an independent review and submitted the Mayor's Phase 1 letter and report to the NHS public consultation on the proposed Mount Vernon Cancer Centre changes. This work marked a key milestone in applying the Mayor's Tests constructively and collaboratively with the NHS. A central focus was ensuring proposed changes align with the Mayor's Health Inequalities Strategy, safeguarding equitable access to cancer services and ensuring the needs of population groups facing the greatest health inequalities are recognised and addressed within future planning.

6A. PERFORMANCE
REDUCING INEQUALITIES

Project	Q4 RAG	Q3 RAG	Project overview
6.1 Working in partnership to support public mental health and wellbeing	A	A	Thrive LDN met the necessary milestones for the second grant payment to be made at end of Q4 2025-26. Delivery across all four workstreams has remained broadly on track. Great Mental Health Day was successfully delivered, Zero Suicide Alliance training sessions continue to take place, the interim report was received as planned with two reports on Londoners' mental health successfully commissioned and progress to support the London Trailblazers work taking shape, as well as preparatory work to launch a community resilience focused micro-grant scheme.
6.2 Action to utilise the creative and cultural assets of London to improve wellbeing	G	G	New product specifications have been developed and maintenance priorities have been agreed for the digital portal iteration, enabling improved access and quality for venues. Planning for the Dementia Friendly Venues network event gathering is nearly complete, with the Alzheimer's Society providing on-hand support and advice on the day. The communications release has reached over 270 stakeholders across health, creative and dementia networks. The next phase of the Dementia Friendly Venues Charter (DFVC)'s development was launched, reinforcing the Mayor's commitment to reducing inequalities, supported by an updated quote. Social media coverage from the Deputy Mayor for Culture and Creative Industries amplified this, alongside London wide promotion via the Culture, London Borough of Culture (LBOC) and DPR newsletters, extending reach and awareness. A delivery partner was successfully commissioned to progress digital portal iteration and wraparound support, strengthening access to dementia friendly provision. The Bank of England Museum, an accredited dementia friendly venue will host the next network event, already attracting strong interest including bookings from London Councils.
6.3 Action to improve heart health	A	A	This project comprises two areas of work. The Defibrillator Programme continued to support the London Ambulance Service to identify and engage organisations in priority communities with limited access to public-access defibrillators. Work focused on strategic site identification, improving data access, stakeholder engagement and resolving delivery barriers. The grant agreement has now been finalised, and 30 defibrillators were installed in Q4. The Million Hearts and Minds campaign progressed through the procurement of a creative agency to design and deliver a high-profile public campaign, informed by data on priority cohorts and supported by community engagement. Campaign development is underway and partially funded, though securing additional resources remains a concern and may affect delivery. Across 2025–26, the Heart Health programme advanced prevention, early intervention and emergency response in line with the Mayor's Health Inequalities Strategy. Key achievements included installing 30 public-access defibrillators in high-need areas and commissioning the creative agency to begin developing the Million Hearts and Minds campaign, laying the foundations for increased public awareness and action on high blood pressure.

6A. PERFORMANCE
REDUCING INEQUALITIES

Project	Q4 RAG	Q3 RAG	Project overview
6.4 Action to mobilise the full range of Mayoral policy to improve health and wellbeing	G	G	The planned February Health in All Policies (HiAP) skills webinar is taking place in April 2026. The delay was due to implementing (i) a more targeted approach aimed at specific teams and (ii) to provide more in depth intermediate level of knowledge, further developing the HiAP skill programme offer for the Group. Over the past year GLA Group policies and programmes have been mobilised to improve health and wellbeing including through the Mayor's: Health Inequalities Strategy Implementation Plan 2025-28, Police and Crime Plan 2025-29, Rough Sleeping Plan of Action, and Vision Zero Action Plan 2. Public health technical support has been provided on active travel and air quality, heat health and warmer homes, supported housing and planning, economy and skills, mental health and children's health. The HiAP skills programme (webinars, online learning resource and the HiAP Masterclass) systematically supported skills and knowledge to embed health and wellbeing in all that we do across the GLA Group.

6B. FINANCIAL SUMMARY
REDUCING INEQUALITIES

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	12.3	12.7	12.4	-0.3
Q4	12.3	12.7	10.4 (Actual)	-2.3

Significant programme variances

The year-end underspend is due to a range of factors. The largest is a £1 million underspend on the Propel project (project 2.3) which was stopped (and the reserves allocation not used) as part of the savings and efficiency programme. To date, no projects have been identified as needing a GLA contribution across the large group of potential match funders; therefore, the allocation is no longer required.

7. SUPPORTING COMMUNITY, CULTURAL AND SPORTING EVENTS IN LONDON

7. SUPPORTING COMMUNITY, CULTURAL AND SPORTING EVENTS IN LONDON

SRO - CHANDRU DISSANAYEKE
EXECUTIVE DIRECTOR, STRATEGY AND COMMUNICATIONS

Programme Performance Summary

The Supporting Community, Cultural and Sporting Events in London programme has guided a year of inclusive events, civic participation and long-term cultural resilience. High profile moments across events, volunteering and culture have been delivered with targeted investment and strong governance, ensures London's communities are celebrated while building future capacity, safety and sustainability.

Across the year, Events for London delivered a diverse programme that strengthened community cohesion and reinforced London's global cultural identity. Highlights included the Mayor's St Patrick's Day Festival, Lunar and Chinese New Year celebrations in Trafalgar Square and the Holocaust Memorial Day commemoration, delivered in partnership with national organisations, focused on the theme of Bridging Generations.

Team London Volunteering supported Q4 events including the St Patrick's Day Parade and festival, People's Question Time in Greenwich, Holiday Hope City Shapers February half-term deployments, Holiday Hope mock interviews, and Holiday Hope Easter deployments. Satisfaction remained consistently high, with 95 per cent of volunteers rating their experience eight or above, 82 per cent achieving their volunteering goals and 84 per cent reporting new connections or skills. Representation exceeded equality targets, with 16 per cent of volunteers identifying as disabled and 52.3 per cent from Black, Asian and minority ethnic communities. Youth engagement, however, remained a challenge at 5 per cent, therefore, targeted partnerships are being developed to address this.

Wandsworth's year as London Borough of Culture delivered ambitious, accessible programming, concluding with a large-scale finale. Preparations advanced for Haringey 2027, through the creation of a new independent delivery body. London strengthened its international cultural leadership through the World Cities Culture Forum, progressed landmark commissions including the Fourth Plinth. Following a deep dive a fundraising strategy is being revised for the Memorial to Victims of Transatlantic Slavery, to build greater confidence and making sure the right capability is focused on. Construction of the new London Museum at Smithfield continued and London Museum Docklands welcomed over 393,000 visitors, a 15 per cent increase since last year.

Looking ahead, following the successful delivery of the 2025 New Year's Eve celebrations, procurement has commenced for a new event production partner, early operational planning and value for money. Preparations for Notting Hill Carnival have advanced with partner engagement and significant additional GLA investment to strengthen crowd safety and management ahead of its 60th anniversary in 2026. Pride related events, including London Pride and UK Black Pride, advanced with officers maintaining oversight of delivery, governance and funding to manage risk and support organisers. However, internal changes within Pride London mean there may be a potential risk to the successful planning and delivery of the event.

Overall, the year focused on delivering inclusive, well managed events and cultural activity that celebrated London's diversity, strengthened community participation and volunteering. Looking ahead, teams have begun strategic engagement to implement long-term resilience and strengthen impact frameworks.

7A. PERFORMANCE
SUPPORTING COMMUNITY, CULTURAL AND SPORTING EVENTS IN LONDON

Project	Q4 RAG	Q3 RAG	Project overview
1.1 Hosting or supporting a range of events which recognise, honour and celebrate London's diversity	G	G	Delivery of the Mayor's community and memorial events continued strongly in early 2026, including St Patrick's Day, Lunar and Chinese New Year, and Holocaust Memorial Day. The St Patrick's Day Festival on Trafalgar Square showcased London's Irish community through live performances, workshops and food. Lunar and Chinese New Year celebrations brought lion and dragon dances, martial arts, music, costume displays and family activities, creating a vibrant and welcoming atmosphere for Londoners and visitors. The Mayor and London Assembly also attended the Holocaust Memorial Day ceremony on 19 January, themed Bridging Generations, delivered with the Holocaust Memorial Day Trust (HDMT) and the Holocaust Educational Trust and featuring survivor testimonies. City Hall hosted HMDT's 80 Candles for 80 Years exhibition marking the liberation of Auschwitz-Birkenau. Satisfaction across events remained above 60%, and planning for Q1 events is well underway.
1.2 Delivering emblematic projects	A	A	Memorial to Victims of Transatlantic Slavery. The Mayor is supporting a major new memorial in London to enslaved Africans trafficked during the transatlantic slave trade. This will be the first memorial of its scale and significance in the UK. Artist Khaleb Brooks has been commissioned to create the memorial. There have been delays in receiving pre-app advice and wider procurement has impacted timelines. Pre-app advice has now been received and work to address points raised in feedback for full submission is being undertaken during Q1 2026-27. Fundraising is ongoing with strategy in place which is being tested for deliverability. The HIV/AIDS memorial still awaits the outcome of planning decision, delays in the decision are impacting progress with fundraising as potential funders want to see planning granted before consideration application.
2.1 London Borough of Culture	G	G	The London Borough of Wandsworth delivered its final three-month programme, including Palace of Varieties celebrating Clapham Grand's 125th anniversary and Carmen, the European premiere of Dame Sonia Boyce's film on Dame Carmen Munroe. The programme concluded with The Beat Goes On, a large-scale live music and street theatre event at Battersea Power Station with ITV and BBC London coverage. Haringey's programme remains in development, with partnerships and fundraising underway. Cultural Impact Award projects in Barnet, Greenwich and Merton were launched jointly at City Hall, with delivery starting in Q1 2026-27. The aligned, year-long London Borough of Culture approach has been welcomed, alongside continued legacy development and funder engagement.

7A. PERFORMANCE
SUPPORTING COMMUNITY, CULTURAL AND SPORTING EVENTS IN LONDON

Project	Q4 RAG	Q3 RAG	Project overview
2.2 Fourth Plinth	G	G	Production of 'Lady in Blue' by New York-based artist Tschabalala Self has continued during Q4. The Fourth Plinth Schools Awards competition was open to entries between January and March 2026, with almost 2,000 participants from 32 boroughs. The judge for this year's competition was announced as renowned illustrator and author, Marion Deuchars. The Fourth Plinth is one of the most important art commissions worldwide, putting new work by internationally renowned artists into the heart of London. It plays an important role in bringing contemporary art and debate to millions and casts a new light on London's most historic square and attracts hundreds of school pupils to participate in the annual Fourth Plinth Schools Awards.
2.3 World Cities Culture Forum	G	G	The main focus this quarter was planning for the five Leadership Exchange Projects the London team are involved in, namely: How to build a successful film city, How to pedestrianate the high street, How to build a resilient Night Life economy, How to develop a Silver economy and How to rethink commemoration in urban spaces. These exchanges will take place over the next six months and will enable London to learn from and share with other cities. Throughout the year London strengthened its global cultural leadership through the World Cities Culture Forum, attending the Amsterdam Summit and then hosting 18 international delegates in London, while also securing five future leadership exchanges with member cities.
2.4 London Museum	G	G	The new London Museum remains on track to open to the public in November 2026. Construction at the Smithfield site continued throughout the quarter in preparation for the handover of the General Market from April 2026, marking the completion of the construction phase for this building and a shift to fit-out and installation. The museum has announced that it will be partnering with London caterers Green & Fortune to provide the food and beverage offer at Smithfield. Other major milestones included finalising the Agreement for Development and Lease and the Section 278 Agreement (including initial public realm improvements). April 2026 London Museum Docklands saw a record year in 2025-26, welcoming over 393,000 visitors (15% up on 2024-25). The popular Secrets of the Thames exhibition was a highlight and set new records for ticket sales, visited by over 62,000 people.
3.1 New Year's Eve	G	G	Following the completion of the current four-year contract, procurement for a new event production company is underway. The appointment of the successful bidder is expected to be confirmed in early June. Following the successful delivery of the 2025 event and completion of the debrief process, documentation has been updated to inform planning for the 2026 event. Scheduling of meetings and testing exercises with key stakeholders and partners is underway.

7A. PERFORMANCE
SUPPORTING COMMUNITY, CULTURAL AND SPORTING EVENTS IN LONDON

Project	Q4 RAG	Q3 RAG	Project overview
3.2 Notting Hill Carnival	G	A	Notting Hill Carnival 2025 was delivered effectively as a major cultural and economic success for London, showcasing Caribbean heritage and attracting Londoners and visitors to west London over the August Bank Holiday weekend. The policing operation was praised by organisers, including the use of live facial recognition technology, contributing to fewer violent incidents than in previous years. Event organisers, Notting Hill Carnival Limited (NHCL), continue planning for Notting Hill Carnival 2026 with full engagement from partners. The GLA has confirmed additional funding to ensure this year's event can be planned effectively and that security and safety enhancements are developed and implemented well in advance, including increased barriers, strengthened crowd management plans and a greater stewardship presence. Procurement of additional services is underway and testing/readiness exercises are being scheduled alongside regular governance through the Safety Advisory Group, Strategic Partners Group, and Silver and Gold command meetings.
3.3 Pride	A	G	Pride in London Event organisers Pride in London, continue planning for London Pride scheduled to take place on Saturday 4 July 2026. UKBP Planning for UK Black Pride 2026 event is in progress. The Mayor's Pride reception, an event celebrating London's LGBTQIA+ community, is currently being planned. Following an internal investigation, the CEO of Pride in London has been dismissed, and an interim CEO has been put in place to develop new governance and this year's event. The GLA are in regular communication with the event organisers. A funding agreement between the GLA and UK Black Pride is currently being progressed. A date and venue has been confirmed for the Mayor's Pride Reception and invitations will be sent out shortly.

7A. PERFORMANCE
SUPPORTING COMMUNITY, CULTURAL AND SPORTING EVENTS IN LONDON

Project	Q4 RAG	Q3 RAG	Project overview
4.1 Volunteering deployment	G	G	Team London Volunteering supported four Q4 events, including the St Patrick's Day Parade and Festival, People's Question Time in Greenwich, and the Holiday Hope February and Easter programmes. A City Hall celebration recognised over 100 volunteers. Satisfaction remained high, with 95% rating their experience eight or above, 82% meeting their aims and 84% gaining new skills or connections. Representation exceeded targets, with strong participation from disabled and minority ethnic volunteers, though youth engagement remained low. The team also delivered the Equitable Volunteering Forum, bringing Voluntary, Community, and Social Enterprise (VCSE) organisations together to advance equity, diversity and inclusion in volunteering, and convened a panel on barriers to accessible trusteeship, exploring practical steps to improve diversity in governance. Across 2025–26, Team London Volunteering exceeded its events target, delivering 21 events ranging from major cultural celebrations and GLA partnership events to civic participation activities. Holiday Hope continued to support young people, and the team contributed to Mayoral campaigns and major sporting moments. Volunteer satisfaction remained strong, and three Equitable Volunteering Forums were delivered during the year, with a fourth held in April 2026 to build on this work.

7B. FINANCIAL SUMMARY
SUPPORTING COMMUNITY, CULTURAL AND SPORTING EVENTS IN LONDON

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	18.4	21.5	21.5	0.0
Q4	18.4	21.5	20.0 (Actual)	-1.4

Significant programme variances

The underspend is mainly due to:

- a range of factors relating to the New Year's Eve event, including a surplus of income from the increase in ticketing prices, managing the supplier costs and risks related to the delivery of the event not materialising, resulting in a £0.8 million underspend
- delays across the Community Diversity in the Public Realm project as memorials can take longer to procure and implement than other projects, resulting in a £0.5 million underspend. A budget carry forward has been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

It should be noted that a total of £0.7 million was allocated to fund events from the Major Events reserves but was not required in 2025-26.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	14.6	14.6	14.6	0.0
Q4	14.6	39.6	39.6 (Actual)	-0.1

Significant programme variances

There is a minor underspend of £0.1 million in the Good Growth directorate against the Celebrating diverse cultural offerings projects.

8. BOOSTING LONDON'S GROWTH SECTORS

8. BOOSTING LONDON'S GROWTH SECTORS

SRO - ALEX CONWAY
ASSISTANT DIRECTOR, ECONOMIC DEVELOPMENT AND PROGRAMMES

Programme Performance Summary

The Boosting London's Growth Sectors programme demonstrates strong overall performance with the majority of projects on track and several exceeding their targets. London continues to strengthen its position as a global centre for investment, culture, and major events. The Creative Economy Growth Programme and London & Partners (L&P) have both significantly exceeded their annual targets, with Film London reaching £1.16bn in gross value added (GVA) and L&P achieving 139% of its target. The publication of the London Growth Plan one-year progress report and establishment of the Growth Mission Board provide solid foundations for future delivery.

The strong performance across investment attraction, creative economy support, and major events delivery positions London well for continued growth, but the Boosting London's Growth Sectors programme would benefit from securing long-term funding certainty for growth programmes. In addition, the programme faces critical challenges, some of which are outside of the GLA's remit. For example, the loss of UK Shared Prosperity Fund (UKSPF) funding presents ongoing uncertainty for business support programmes, though the Mayor is mitigating this issue, allocating funding in the 2026-27 budget to continue SME support through Grow London.

Another example is the Oxford Street transformation project, which faces political and legislative risks that could delay delivery. However, the GLA continues to work closely with the Ministry of Housing, Communities and Local Government (MHCLG) to ensure relevant legislation is established, leading the way in transforming Oxford Street and securing its position as a world-leading retail, hospitality and tourist destination, and helping ensure there is no delay in transitioning planning powers.

The London Growth Plan (LGP) project has successfully published its one-year progress report demonstrating tangible progress against LGP one-year actions. Work is now underway to agree on new priority actions for Years 2 and 3. The Growth Mission Board established in June 2025 is providing strategic input on the Infrastructure Framework; and the Business Support Strategy was published at the end of March 2026.

Some priority areas for 2026-27 include: to continue engagement with the Department for Transport (DfT) on the Euston masterplan and maintain close collaboration with Lendlease on development ambitions; to finalise the Growth Mission Board's agreement on priority actions for Years 2 and 3 by May 2026; to progress the Local Innovation Partnership Fund applications by July 2026; and to maintain delivery momentum for the Quantum Technology Quarter.

8A. PERFORMANCE
BOOSTING LONDON'S GROWTH SECTORS

Project	Q4 RAG	Q3 RAG	Project overview
1.1. Enabling London's high-growth potential businesses to expand and trade internationally	G	G	Q4 was the busiest delivery quarter to date, with six impactful trade missions across key priority sectors and markets, including Sustainability, Creative, Fintech, Enterprise, and Life Sciences. This has resulted in significant annual output results in the delivery milestones associated to this project. Following the end of UK Shared Prosperity Fund (UKSPF), the Mayor has confirmed replacement GLA funding to continue to support high growth businesses in 2026-27. Activity is under way, with recruitment and onboarding for another cohort of high-growth potential businesses and London Tech Week.
1.2. Unlocking access to finance for high-growth small and medium-sized enterprises (SMEs)	G	G	Greater London Investment Fund (GLIF) has completed deployment, investing approximately £6.3m of a £10m facility, including £260k into an AI services business. The existing Investment Readiness programmes continue, extended to September 2026 for outcome tracking. The new Future London fund is progressing, with the details of the fund agreed and legal processes underway; the launch is expected in June/July 2026. The new technology and inclusive growth fund is scheduled for launch in April/May 2026, with early investments slightly ahead of plan.
2.1. Unlocking progress at Euston and maximising opportunities to deliver a world-class life sciences, technology and frontier innovation cluster	G	G	Over the last quarter, good progress has been made, including partner endorsement of the spatial scope plan—an important milestone in aligning the transport and development ambition for Euston. A refreshed governance process for the Euston project is also in place with the Euston Delivery Company having been stood up and the first Strategy Board meeting which includes GLA representation. Joint working with the London Borough of Camden continues, with good progress on scope, boundaries and governance for a locally led Development Company model. The GLA has also stepped up engagement to reposition the project, convening the Department for Business and Trade, the Ministry of Housing, Communities and Local Government, the Department for Transport and other partners around Euston's commercial and innovation potential, with strong backing for a coordinated, London-led approach. Engagement with Lendlease has commenced.
2.2. Supporting wider growth clusters and corridors in London	A	A	This remains a complex intervention that requires coordinated action from a wide range of partners across the city. A number of actions and delivery plans are still being developed in several place-based and sector-based clusters. In the first year of the Growth Plan, the GLA invested in a multi-year Creative Economy Programme, launched a new university-led London Quantum Technology Cluster, and amplified London Life Sciences Week. These initiatives have demonstrated strong early delivery. However, while projects currently funded under the London Growth Plan are performing well and meeting their milestones, there are longer-term challenges. In particular, decisions to cease local growth funding for London following the end of UK Shared Prosperity Funding in March 2026 present a significant risk to sustained delivery. As a result, despite good progress against project-focused milestones, the overall project risk remains rated Amber due to uncertainty around future funding and longer-term viability.
2.3. Promoting capital investment in London's built environment through support for Opportunity London	G	G	Opportunity London has supported over £500 million in capital investment into London's built environment through its investor engagement programme. Investor sentiment towards London has strengthened, with the city re-emerging as a priority destination for global capital. Overseas investors increasingly view London as a top-tier safe haven.

8A. PERFORMANCE
BOOSTING LONDON'S GROWTH SECTORS

Project	Q4 RAG	Q3 RAG	Project overview
3.1. Enabling and overseeing delivery of the LGP and mission	A	A	A potential London Growth Deal could be an opportunity to identify ways to work with the government to mitigate the funding challenges, especially in the period ahead of a possible new funding streams coming online.
3.2. Investing in London's creative economy	G	G	The Creative Economy Growth Programme is progressing strongly. Film London exceeded its investment target by £914m, ultimately achieving 222% of target, while Games London secured double its £17m expected investment target in 2025-26. We are awaiting final end-of-quarter data for some outcomes, but all indicators show that the project remains firmly on track to achieve its full 2026-27 targets. Annual overview The Creative Economy Growth Programme provides strategic support to sector-leading organisations including Film London, the British Fashion Council, Games London and the London Design Festival, with the aim of strengthening London's global standing as a creative capital and driving inclusive economic growth across the city. Over the past year, the project has performed strongly, with all targets achieved despite a challenging funding environment for delivery partners. Film London exceeded its investment target by £914m, ultimately achieving 222% of target, while Games London secured double its £17m expected investment target in 2025-26. Key milestones were delivered during the year, including the London Film Festival (LFF) and the Film Production Finance Market. The festival recorded the highest attendance in its history, with 235,000 in-person attendances.
3.3. Promoting London as the best city in the world in which to invest and visit	G	G	London has been a leading global destination for foreign direct investment since 2015, ranking second worldwide and first in Europe, ahead of Paris and New York (Source: fDi Markets from the Financial Times Ltd. 11/12/25). In 2024, Greater London recorded 265 FDI projects, maintaining its position as Europe's top investment region for the second consecutive year (EY UK Attractiveness Survey - June 2025). Additionally, London was named the world's most popular destination in the 2025 Tripadvisor Travellers' Choice Awards. London & Partners has delivered very strongly on promoting London in 2025-26, achieving £787m gross value added (GVA) at Q4 which is 139% of the full year target of £567m.
3.4. Strengthening London's frontier innovation ecosystem	G	G	The London Frontier Innovation Board has been established and the GLA is working with UK Research and Innovation (UKRI) to roll out a £30m programme supporting frontier innovation clusters across the capital. Successful projects should be selected by July 2026.
3.5. Securing major sports and entertainment events	G	G	Progress has been made across the Major Sports Events project and on the pipeline of events in Q4. Approval for funding to contribute to the staging of the Tour de France Femmes Grand Départ stage three time-trial in London was granted in Q3 and the SPV are progressing with the procurement of a delivery partner in consultation with the GLA. Planning on EURO 2028 is gathering pace, with two further recruitments to the delivery team and procurement for a production agency already in train. A bid for World Athletics Championships 2029 is in progress with Athletic Ventures and the first edition of the bid has been submitted to World Athletics.

8A. PERFORMANCE
BOOSTING LONDON'S GROWTH SECTORS

Project	Q4 RAG	Q3 RAG	Project overview
4.1 Transforming Oxford Street to secure its position as a world-leading retail, hospitality and tourist destination.	A	G	The establishment of the Mayoral Development Corporation (MDC) has been achieved on schedule and the new MDC is focusing on building the capacity of the new regeneration agency. The first phase of pedestrianisation is currently on track for delivery in 2026, but some interdependencies remain outstanding.

8B. FINANCIAL SUMMARY
BOOSTING LONDON'S GROWTH SECTORS

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	22.3	24.9	25.1	0.3
Q4	22.3	31.1	26.8 (Actual)	-4.3

Significant programme variances

There was a £3.7 million underspend on the Oxford Street transformation project, due to a delay to the Oxford Street Development Corporation (OSCD), the new Mayoral Development Corporation, becoming the Local Planning Authority. This resulted in deferral of expenditure into 2026-27, along with the timing of recruitment resulting in lower staff costs and lower than expected legal costs in 2025-26. This underspend will be returned to the GLA Group business rates reserves.

There is a further underspend of £0.6 million. This is due partly to an underspend on the Technology and Innovation project (£0.2 million) as a result of a delay in project programming and alignment with the City of London Corporation's wider London Centre development timeline and as a result, delivery shifted into the 2026-27 financial year. A budget carry forward has been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	N/A	N/A	N/A	N/A
Q4	0.0	0.0	2.7 (Actual)	2.7

Significant programme variances

£2.7 million of unbudgeted capital expenditure in Q4 on the Oxford Street transformation project, therefore an overspend as no capital budget was previously set for 2025-26.

9. HELPING LOCAL ECONOMIES TO THRIVE

9. HELPING LOCAL ECONOMIES TO THRIVE

SRO - LUCINDA TURNER
ASSISTANT DIRECTOR, PLANNING AND REGENERATION

Programme Performance Summary

Delivery of the Helping Local Economies to Thrive programme is progressing well. The future funding context continues to be challenging. However, some promising partner discussions are underway.

Through London & Partners, we created 332 jobs and delivered targeted support to 6,650 small and medium sized enterprises, exceeding our annual target. We have also published the updated Business Support Strategy. Additional outputs will be delivered due to the UK Shared Prosperity Fund extension to September 2026.

Following the reaccreditation of nine Creative Enterprise Zones, in January 2026 the Mayor announced £2.2m funding for the zones, as well as funding to secure a permanent home for hundreds of artists at Acme Studios in Deptford.

Work on exploring a Civic Estate Agency to tackle high street vacancies is progressing as planned through pilot projects. The High Street Data Service launched the London Vacancy Register to identify persistently vacant units to inform High Street Rental Auctions. This quarter we awarded £100,000 funding to support two London boroughs accelerate implementation of the government's High Street Rental Auction policy. A comprehensive update of cultural production space data was completed and ten new Culture at Risk cases were supported across ten boroughs, safeguarding 95 jobs.

This year we successfully completed investments in three programmes supporting borough-led improvements: the Mayor's Good Growth Fund, the UK Shared Prosperity Fund (UKSPF) funded High Streets and Places Fund, and the High Street Place Labs. The independent Good Growth Fund evaluation final draft was delivered in Q4. The final report will be published in Q2 2026-27 highlighting lessons learned and the positive impact on London's communities and neighbourhoods. Design work on the five Civic Partnership Programme schemes is progressing as planned.

This year, the High Street Network engaged over individual 400 members across all boroughs, exceeding our targets by completing 29 sessions focused on the future of the high street. Progress on the borough Night Time Strategy programme has been paused and we are re-evaluating how this work could be taken forward.

The High Street Data Service won 'Data Partnership of the Year' at the British Data Awards. Despite a challenging funding context, the service secured 36 members for 2026–27, with more multi-year commitments and broader cost sharing across borough service teams.

The London Nightlife Taskforce action plan for the capital's nightlife was launched in January 2026. This sets out a comprehensive plan to support London's night time industries, underpinned by the most up-to-date and comprehensive evidence base on London's nightlife ever produced. Work is now underway to set up the London Nightlife Commission.

Substantial progress was made in preparing for the devolution of strategic licensing powers to the Mayor, including extensive engagement with boroughs, police and sector bodies, and the launch of a London-wide consultation, which generated a strong level of public engagement.

9A. PERFORMANCE
HELPING LOCAL ECONOMIES TO THRIVE

Project	Q4 RAG	Q3 RAG	Project overview
1.1 Helping small businesses access the support they need	G	G	Through London & Partners, in 2025-26 we created 332 jobs and delivered targeted support to 6,650 small and medium sized enterprises, exceeding our annual target. We have also published the updated Business Support Strategy. The Growth Hub project funding has been defrayed in full and next year's targets have been agreed under the Integrated Settlement Outcomes Framework and work is underway to set up new decisions and funding agreements. Additional outputs will continue to be delivered due to Government extending the UK Shared Prosperity Fund until September 2026.
1.2 Continuation of the Creative Enterprise Zones programme	G	G	The Mayor announced £2.2m of funding to boost creative industries in the capital through his innovative Creative Enterprise Zones in January 2026. This included an extended commitment to nine of the zones to continue their work supporting artists and creative businesses, a fund to support long-term investments across all of the capital's 12 zones, and funding to help secure a permanent home for hundreds of artists in Deptford at Acme Studios. In January 2026, the Mayor announced £2.2m of new investment for Creative Enterprise Zones, delivering a major boost to London's creative economy. This included extended capital and revenue funding support for the zones, as well as funding that enabled the outright purchase of the Acme Studios building in Deptford, a significant and welcome step which will secure a permanent home for hundreds of artists. Collectively, the zones will deliver 80,000 square metres of affordable workspace secured by 2028.
1.3 Helping small businesses access the space they need.	G	G	The Civic Estate Agency pilot projects are in progressing as planned, with early stage delivery opportunities, challenges and impacts on small independent businesses and community organisations in clear view. This quarter we have awarded £100,000 funding to support two London boroughs in accelerated implementation of the government's High Street Rental Auction policy. Longer-term outcomes related to unlocking targeted spaces and securing desired tenant groups will become clearer with the evaluation of the pilot projects in 2026-27.
2.1 Completing the Good Growth Fund and Civic Partnership Programme	G	G	In 2025-26 we successfully completed all investments of the Good Growth Fund. The GGF draft programme evaluation was delivered by consultants in this quarter. This includes case studies and some short films documenting the experience of some of the beneficiaries. The final report will become available from Q2 2026-27 which will formally ratify the outputs and impact of the programme, demonstrating significant, demonstrable benefits were delivered for Londoners. Design work on the five Civic Partnership Programme schemes is progressing as planned.
2.2 Creating a new High Streets and Places Fund	G	A	UK Shared Prosperity Fund capital high street projects are delivering well. Several boroughs including Camden, Ealing, Southwark, Wandsworth and Haringey have completed their activities and full spend has been achieved. Others are extending their delivery to Q2 2026-27 as afforded by the government. Investment in the twelve High Street Place Labs projects has been completed. Projects were delivered with specialist consultant support, local engagement, and are supported by a programme of GLA led workshops.

9A. PERFORMANCE
HELPING LOCAL ECONOMIES TO THRIVE

Project	Q4 RAG	Q3 RAG	Project overview
3.1 Convening capacity and leadership networks	G	G	The High Street Network continued to provide a London-wide platform for boroughs and partners to share knowledge, build capacity and respond to shared challenges. In 2025-26, the network engaged over 400 members across all boroughs, delivering a programme of events and peer learning focused on the future of the high street. Evaluation findings highlight the value of coordination and knowledge sharing in supporting local delivery. Work is underway to establish a proportionate model that retains the network's benefits while ensuring long-term sustainability and alignment with wider priorities to support local economies. Progress on the Night Time Strategy programme has been paused and we are re-evaluating how this work could be taken forward.
3.2 Sharing data and insights	G	G	The High Streets Data Service (HSDS) delivered a stable and resilient service in 2025–26. Subscriptions held firm despite a challenging funding context, and the partnership secured 36 members for 2026–27, with more multi-year commitments and broader cost sharing across borough service teams, strengthening the model. This year, HSDS won 'Data Partnership of the Year' at the British Data Awards, reflecting the strength of the partnership approach, launched the London Vacancy Register to help boroughs identify persistently vacant units for High Street Rental Auctions, and ran the third annual HSDS Incubator, supporting six borough and Business Improvement District (BID) teams to deliver practical case studies applying the data locally. The update of data on cultural production spaces has been completed for 2025-26. A datanote with detail of changes within each subcategory of space has been shared with key stakeholders and will shortly be published on the London Datastore. Updates on cultural presentation spaces has been commissioned and will be published later in 2026.
4.1 Setting up a London Nightlife Taskforce and Fund	G	A	The London Nightlife Taskforce report was launched in January 2026. The report has been well received and now will serve as a roadmap for the 24-Hour London team and the wider action plan around nightlife. The first deliverable will be around supporting the new London Nightlife Commission with their set up.
4.2 Deliver a strategic licensing programme	A	A	In 2025-26, substantial progress was made in preparing for the devolution of strategic licensing powers to the Mayor, including the recruitment of a dedicated project team, extensive engagement with London boroughs, police and sector bodies, and the launch of a London-wide consultation which generated a strong level of public engagement. The public consultation (including the draft policy) was ran during February and March 2026. The consultation was run by the GLA via Talk London with YouGov polling. The team are preparing to analyse the consultation results, update the policy, run stakeholder engagement and design the service. Launch dates are currently being considered. We are aiming to have resources for the next phase in place in Q1 2026-27.

9B. FINANCIAL SUMMARY
HELPING LOCAL ECONOMIES TO THRIVE

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	2.1	5.0	4.7	-0.3
Q4	2.1	5.8	4.6 (Actual)	-1.2

Significant programme variances

The year-end underspend is due to the timing of the government's legislation to introduce Strategic Licensing was moved from September 2025 to February 2026, resulting in delays in the project. A budget carry forward has been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	24.5	25.4	24.7	-0.7
Q4	24.5	25.4	21.9 (Actual)	-3.5

Significant programme variances

Of this underspend, £2.2 million is UKSPF-funded capital expenditure and is due to a delay in delivery from some London boroughs. Those boroughs will be paid in the 2026-27 financial year; a condition of this grant is that it will be fully spent by the end of September 2026.

A further £0.7 million underspend is within Regeneration projects, due to delays in project mobilisation. The capital spend will follow in the 2026-27 financial year, with no change to the agreed capital outputs or outcomes.

The remaining £0.7 million of underspend is on the Creative Enterprise Zone project, as result of delays in procurement and the planned projects. A budget carry forward has been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

10. SUPPORTING LONDONERS TO BENEFIT FROM GROWTH

10. SUPPORTING LONDONERS TO BENEFIT FROM GROWTH

SRO - TUNDE OLAYINKA
EXECUTIVE DIRECTOR, COMMUNITIES AND SKILLS

Programme Performance Summary

The Supporting Londoners to Benefit from Growth programme made strong progress in Q4, with delivery maturing across skills, employment and good work priorities, and firm foundations now in place to scale impact in 2026–27.

Delivery across talent pipelines reached a significant milestone, with Wave Six Skills Bootcamps on track to support over 8,000 Londoners, the highest level achieved since London began delivering the national programme in Wave Three. Wave Five concluded with strong outcomes, including progression into work and in work advancement across priority growth sectors. Commissioning for the £97.5m London Talent Pathways Fund remains on track, positioning delivery from August 2026.

Employment support performance provides further assurance. Across London's five Department for Work & Pensions (DWP) funded employment support trailblazers, over 5,000 Londoners were supported in Year 1, meeting London's collective target. Strong outcomes were delivered for economically inactive people and young Londoners, with Year Two delivery approved.

The Get London Working Plan has strengthened system wide alignment across the GLA, boroughs, Jobcentres and NHS partners. Employer led reform continued to embed. Interim Sector Talent Boards are beginning to inform commissioning and employer aligned delivery, alongside progress on Wave Two boards for hospitality, health and social care. Pan London sector hubs and sub regional hubs have been commissioned and are on track to go live in April. Progress on permanent Talent Boards experienced earlier delays due to capacity and stakeholder considerations; these have now been resolved.

Workforce, employer and community-based support remains a programme strength. Grow London Local, the Mayor's SME business support offer, exceeded its annual target, supporting over 5,200 referrals to skills provisions. Community outreach activity continues to exceed referral benchmarks into Mayor funded skills provision. Good Work Standard accreditation also performed strongly, with over 200 organisations accredited, benefiting around 350,000 employees.

The most significant external risk relates to wider economic uncertainty, which may increase delivery costs and reduce employer demand, potentially limiting the number of Londoners supported through talent pipelines. This was considered in setting Integrated Settlement targets, providing headroom to manage labour market volatility, though prioritisation will remain necessary. In addition, analysis by the Skills & Employment Unit's Insights Team shows living standards for London's bottom 20 per cent have remained largely stagnant for almost 30 years, driven primarily by rising housing costs, with economic inactivity and uneven benefit take up also contributing. These findings reinforce the importance of integrated approaches that better connect financial hardship, welfare, employment, skills and housing interventions to deliver the London Growth Plan ambition.

Looking ahead to 2026–27, the programme is well positioned to scale. Additional funding secured through the Integrated Settlement including Connect to Work (£140.0m), Construction Industry Placements (£14m), Construction Teacher Industry Exchange (£1.1m), and over £43m for Skills Capital and Technical Excellence Colleges, will extend reach. Delivery structures, partnerships and governance are already in place, enabling this funding to be implemented seamlessly and support more Londoners to benefit from growth.

10A. PERFORMANCE
SUPPORTING LONDONERS TO BENEFIT FROM GROWTH

Project	Q4 RAG	Q3 RAG	Project overview
1.1 Employer Boards/ Partnerships.	G	A	The Employer Boards and Partnerships project continues to make strong progress. Interim Talent Boards for wave 1 sectors are established and advancing, with sector and sub-regional hubs commissioned and live. Early stakeholder issues regarding the direction of the health and social care interim boards caused delays to their establishment; these are now resolved. Early engagement has informed future delivery, with full implementation and measurement commencing from 2026-27 financial year. Earlier resource and capacity constraints affecting the establishment of permanent talent boards have now been addressed, and delivery is progressing to revised timelines.
1.2 Talent pipelines for London's key sectors	G	A	The Talent Pipelines project continues to perform strongly, supporting increasing numbers of Londoners into work and progression through Skills Bootcamps across priority sectors. Wave 6 and Wave 7 delivery is progressing well, and commissioning for the £97.5m London Talent Pathways programme remains on track for delivery from August 2026. Sector-focused pipelines are increasingly aligned with employer needs through engagement with talent boards.
1.3 Upskilling for Resilience	G	G	The Upskilling for Resilience project is performing strongly, supporting small businesses and in-work learners to build skills and improve job security. Grow Local London has significantly exceeded its engagement target, with positive early feedback captured through surveys and impact reporting. The London Union Learning Project continues to deliver positive progression outcomes, and delays to its second phase caused by staffing constraints have now been resolved.
2.1 No Wrong Door	G	A	The No Wrong Door project is making strong progress in improving joined-up access to employment and skills support across London. The Get London Working Plan has been published and partner engagement is advancing through the Inclusive Talent Delivery Group. Employment support trailblazers have exceeded 2025-26 financial Year 1 Department for Work and Pensions (DWP) targets, delivering strong outcomes for economically inactive people and young Londoners, with Year 2 delivery approved. While progress on data-sharing arrangements has been delayed due to recruitment challenges, these are now being addressed with revised plans agreed.
2.2 Essential skills and progression pathways	G	G	The Essential Skills and Progression Pathways project continues to perform well, with Adult Skills Fund delivery on track and providers increasingly focused on progression into employment and higher-level learning despite reduced funding. The Inclusive Talent Strategy has been published, setting out an Essential Skills Guarantee and proposals for Skills Passports and improved ESOL coordination, with planning underway. Work is progressing to establish robust measurement through the London Learner Survey, with baseline data and target trajectories in development. Providers are transitioning toward multi-year delivery planning, supporting longer-term impact.

10A. PERFORMANCE
SUPPORTING LONDONERS TO BENEFIT FROM GROWTH

Project	Q4 RAG	Q3 RAG	Project overview
2.3 Supported Navigation for Londoners	G	G	The Supported Navigation for Londoners project is performing strongly. Community organisations are helping more Londoners access skills and employment support, with referral rates well above the 50% target. All partners met their goals for the year, and work has begun on designing the next phase of the project. Planning for future delivery is progressing on schedule, with new commissioning due to open in the spring and delivery expected to start later in 2026.
2.4 Inclusive Talent System Front Door	A	A	The Inclusive Talent System Front Door project remains complex, with challenges around defining the scope of a digital platform that adds value alongside national initiatives. Progress slowed earlier in the year due to capacity constraints and the need to reset the approach; however, momentum has increased in Q4. User research and discovery activity have been undertaken with young Londoners, supported by externally commissioned expertise, to better understand needs and test potential solutions. Initial findings from the steering group will be built on in Q1 2026-27, with further review planned in May to inform decisions on next steps.
3.1 Partnering for Good Work	A	A	The Partnering for Good Work project continues to make strong progress across Living Wage, Good Work Standard, procurement and WIN activity. Over 200 organisations are now Good Work Standard accredited, benefiting around 350,000 employees, with supplier accreditations tracking towards targets. Living Wage accreditation activity continues under the new Making London Work for All programme, though growth has slowed amid economic and funding uncertainty. WIN delivery has generated strong outcomes, including over 200 job starts meeting good-work criteria. The Health Design Lab has secured almost all NHS Trusts and is launching shortly. Despite strong momentum, funding and sector pressures mean the project remains Amber this quarter.
4.1 Promoting London's skills excellence	G	G	The Promoting London's Skills Excellence project continues to perform strongly, with high awareness of skills opportunities reflected in sustained demand for adult learning, Skills Bootcamps and community outreach provision. Campaign and communications activity has reached wide audiences, including successful delivery of the Greater London Skills Competition, Adult Learning Awards and targeted digital campaigns driving engagement with training opportunities. Employer and partner engagement is growing through Sector Talent Boards and strengthened partnerships with colleges, WorldSkills and national Voluntary, Community and Social Enterprise (VCSE). Follow-up campaigns aligned with the Inclusive Talent Strategy are progressing, with further activity planned to reach priority groups.
4.2 The London Learning Investment Programme	A	G	The London Learning Investment Programme has moved from research into early implementation planning. The commissioned co-investment and co-design research is nearing publication and is informing the next phase of activity. Work has begun to test the research recommendations with industry experts and to embed them within GLA delivery, particularly through talent boards. Earlier delays have been addressed through temporary resourcing, accelerating progress. Initial employer co-funded provision has already been secured through Wave 7 Skills Bootcamps, and wider fundraising propositions are close to implementation.

10A. PERFORMANCE
SUPPORTING LONDONERS TO BENEFIT FROM GROWTH

Project	Q4 RAG	Q3 RAG	Project overview
4.3 Boosting teaching capacity and capability for London's Further Education (FE) sector	G	A	The Boosting Teaching Capacity and Capability for London's FE Sector project is performing well, with delivery continuing across 2025-26 and strong foundations in place for scale-up. FE providers are already benefiting from workforce and facilities support, including increased Good Work Standard accreditation delivered through internal GLA capacity. A new £43m Skills Capital funding plan secured through the Integrated Settlement has been approved, enabling accelerated commissioning. In parallel, a suite of co-designed workforce development interventions has been finalised for rollout from Q1 2026-27.

10B. FINANCIAL SUMMARY
SUPPORTING LONDONERS TO BENEFIT FROM GROWTH

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	8.0	8.1	8.1	0.0
Q4	8.0	8.1	8.4 (Actual)	0.3

Significant programme variances

There is a £0.5 million overspend in the Economic Fairness budget, due to expenditure on responsible procurement, which had no budget allocation for 2025-26. Additional budget has been allocated for this in 2026-27. This figure is offset by minor underspends of £0.2 within the wider programme.

The Adult Skills Fund (ASF) budget is fully funded by the Department for Work and Pensions (DWP) and so there is no revenue budget impact for the GLA. However, it is worth noting that there was unutilised expenditure of £26.7 million due to funding carried forward from previous financial years, as core ASF provision is delivered over an academic year rather than a financial year. Most of this funding is required to support delivery in the latter part of the 2025–26 academic year whilst a smaller proportion of funding is to support future delivery of Mayoral priorities set out in the Inclusive Talent Strategy.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	15.4	15.4	15.4	0.0
Q4	15.4	15.4	8.5 (Actual)	-6.9

Significant programme variances

There was a delay of £3.5 million across Skills Capital schemes originally expected to complete in 2025-26 that are now expected to complete in 2026-27, with funding retained within the programme and delivery continuing as planned.

£2.4 million relates to slippage on two Skills Capital projects arising from delays by delivery providers in finalising plans and entering into grant agreements.

The remainder of the underspend is driven by some minor movements across Skills for Londoners Capital Round 3 projects, including a delay to one ongoing scheme caused by the unplanned discovery of asbestos on site, and underspends on a small number of Round 3 projects that completed within the year.

11. CLEANING LONDON'S AIR

11. CLEANING LONDON'S AIR

SRO - ELLIOT TREHARNE
ASSISTANT DIRECTOR, CONNECTIVITY, AIR QUALITY, TRANSPORT AND INFRASTRUCTURE

Programme Performance Summary

The Cleaning London's Air programme sets out how we will achieve the core objective of ensuring all Londoners breathe clean air. Delivery is structured around four project groupings: understanding the policies, interventions, powers and resources needed; tackling emissions from all sources; raising awareness of health impacts; and working in partnership across government and non-government organisations.

Overall, Q4 delivery demonstrates sustained momentum in line with the Mayor's commitments.

Project grouping 1: Understanding the policies, interventions, powers and resources needed to make London's air the cleanest of any major world city as quickly as possible.
Air quality modelling to quantify the health and economic benefits of the ULEZ and work to establish a baseline for assessing progress towards World Health Organization (WHO) air quality guidelines, are both progressing well. While these linked programmes experienced earlier delays, delivery is now aligned with a revised timetable. Outputs will be published in phases - mortality burden in July 2026, impact assessment report by September 2026, and WHO pathway report by December 2026.

Project grouping 2: Cutting pollution from all sources to improve health outcomes.
Delivery of the Mayoral commitment to install air filters in 200 schools - despite legal challenges delaying procurement, the programme remains on track for full installation by the end of Q1 2026-27. In parallel, the Non-Road Mobile Machinery Low Emission Zone (NRMM LEZ) programme delivered over 1,000 construction site audits across 32 London boroughs during 2025-26.

Project grouping 3: Working with London boroughs and other partners.
Working with boroughs and external partners is a core focus. In November we delivered the Mayor's second Clean Air and Health Summit which was attended by the Air Quality Minister and senior leaders from the NHS, government, and non-government organisations who renewed their commitment to collective action to protect the health of Londoners. In February we hosted a study tour in collaboration with C40 Breathe Cities, showcasing London's NRMM LEZ as a leading global policy, with attendees from Oslo, Mexico City and Bogota. Throughout 2026-27 we continued to provide oversight of the statutory London Local Air Quality Management framework, reviewing 32 borough Annual Status Reports and 10 borough Air Quality Action Plans.

Project grouping 4: Raising awareness amongst London's communities of the health impacts of air pollution and empowering them to advocate for local action.
During Q4 the Mayor's air quality alert system issued notifications on ten Moderate and one High pollution day, delivering targeted health messaging to approximately 1,500 GPs and all NHS emergency departments in London.

Implementation of the Breathe London monitoring network and website has progressed with 144 sensors installed and fully operational at priority locations; the website content is now available in 6 languages; regular working group meetings are held for schools, hospitals, and boroughs; and planning is underway for the Breathe London annual awards ceremony on 16 June 2026.

11A. PERFORMANCE
CLEANING LONDON'S AIR

Project	Q4 RAG	Q3 RAG	Project overview
1.1 Understanding how and when London could meet World Health Organisation (WHO) air-quality guidelines	G	G	The air quality modelling phase was rolled into a bigger piece of work together with the modelling for the health impact assessment. This work is currently underway which will provide baseline data by Q2 2026-27, additional modelling will follow and the final report is expected in Q3 2026-27. Once the baseline modelling data is ready we shall undertake additional modelling for meeting WHO guidelines and publish the report by the end of the year.
1.2 Maintaining the London Atmospheric Emissions Inventory (LAEI), and associated data analysis and research, to enable the GLA to track London's progress in tackling major sources of pollution	A	A	LAEI 2022 baseline publication was completed in December 2025 and findings were shared with key stakeholders. The data set is being used as the baseline to for air quality modelling for a Pathway to meeting WHO guidelines and assessing the impacts of ULEZ. This modelling work was rolled into a much wider analysis which includes mortality burden in 2024. As such, the study required more inputs than initially anticipated, including 2024 data which is still being processed. The results are being published in 3 phases - phase 1 (impact on Mortality Burden), phase 2 (health and economic Impact of current policies), and phase 3 (health and economic Impact of current and future policies as outlined in TfL's Core model) are all expected in Q2 2026-27. The report on mortality burden will be published in Q2 2026-27.
1.3 Evaluating the ULEZ programme to understand the reduction in NOx emissions from transport, enabling Londoners to breathe cleaner air	A	A	Scrappage report was published in 2025. The Health Impact Assessment report is outstanding due to delays in air quality modelling. This modelling work was rolled into a much wider analysis which includes mortality burden in 2024. As such, the study required more inputs than initially anticipated, including 2024 data which is still being processed. The modelling is now progressing as per revised timeline and the results will be published in 3 phases - phase 1 (impact on Mortality Burden), phase 2 (health and economic Impact of current policies), and phase 3 (health and economic Impact of current and future policies as outlined in TfL's Core model) are all expected in Q2 2026-27 where we will also publish the results for phase 1 (impact on Mortality Burden).
2.1 Delivering the School Filters Project, improving the air quality in classrooms across 200 London schools	A	A	The contract was awarded in April 2025 to a consortium led by WSP and Sustrans. Despite procurement delays caused by legal challenges, installation is now progressing quickly. Monthly progress meetings with delivery partners are in place to maintain momentum, and 133 schools have already received filters. Findings from a pilot across five schools showed that classrooms with high efficiency particulate air (HEPA) filters recorded PM2.5 levels 27–68% lower than those without. The evaluation approach has been restructured to strengthen data robustness.
2.2 Delivering, tightening, and enforcing the Non-Road Mobile Machinery (NRMM) Low Emission Zone (LEZ)	G	G	Uniform EU Stage IV NRMM standards were introduced across London in January 2025. Ongoing support includes advice and guidance delivered through the pan-London NRMM audit project led by the London Borough of Merton, funded by the GLA with match funding from 32 London boroughs, alongside work to rebuild the NRMM website to improve usability and data quality. The GLA also convenes bi-annual NRMM expert working groups. During the next quarter we will complete work on the new website and in-person stakeholder meeting planned for the summer.

11A. PERFORMANCE
CLEANING LONDON'S AIR

Project	Q4 RAG	Q3 RAG	Project overview
2.3 Using the planning system to promote air-quality improvements	G	G	All relevant applications have been reviewed to ensure that new developments meet the requirements in the Air Quality Neutral Guidelines as published by the GLA. This is part of a wider GLA contract with AECOM which is managed by the Climate team to support various Environment project groupings. The number of applications reviewed vary - approximately 15 -20 per month.
3.1 Providing borough oversight and support to ensure boroughs are delivering Mayoral air-quality policies, taking action on air quality and fulfilling their statutory duties	G	G	All 17 Mayor's Air Quality Fund (MAQF) projects are on track to be delivered by the end of the 3 year project term. Annual Status Reports (ASRs) are reviewed on an annual basis to inform local planning decisions, transport strategies, and environmental policies, By end of Q4 32 boroughs submitted ASRs which have been reviewed and recommendations given. All Air Quality Action Plans (AQAP) submitted by London boroughs have been reviewed within three weeks of receipt and feedback provided. 10 AQAPs were reviewed and approved for publication by the end of Q4 2025-26. Boroughs are required to report progress on AQAP through their ASRs at the end of each calendar year, and any risks or issues and next steps are discussed as part of the ASR feedback process.
3.2 Providing leadership, and working with other cities and organisations within the UK, mainland Europe and further afield, to build stakeholder support for further action to reduce pollution	G	G	In 2025-26, the Mayor's second Clean Air and Health Summit was successfully delivered, bringing together the Air Quality Minister and senior leaders from the NHS, government and NGOs, who renewed their commitment to collective action. A targeted Clean Air Night campaign was delivered, and a study tour was hosted with C40 Breathe Cities, highlighting London's NRMM LEZ as a global best-practice policy to delegates from Oslo, Mexico City and Bogotá. Annual reporting to C40 continued, and end-2025 reporting against the Cleaner Air Accelerator highlighted major improvements, including evidence from the ULEZ One Year Report and the Department for Environment, Food and Rural Affairs (DEFRA) compliance report showing that London met legal NO_2 limits in 2024 for the first time on record, 184 years earlier than predicted.
4.1 Pollution forecasting and issuing of the Mayor's pollution alerts during days of predicted elevated pollution	G	G	Alerts are issued through Mayor's air quality alerts system to specific stakeholders, including targeted messaging health care professionals, reaching approximately 1,500 GPs and all NHS emergency departments in London. In Q4 the system issued ten Moderate and one High pollution notifications. High pollution messages are also amplified through partner organisations and feedback is collated to gauge effectiveness and ensure that all key stakeholders are getting the right level of information.
4.2 Delivery of Breathe London	G	G	The Breathe London contract was awarded and installation of all 146 sensors has been completed. However, two of them are yet to receive power connection. A new website was launched with interactive features which enable Londoners to see real-time, hyperlocal air quality data in their area. The website content is now available in six languages, making air quality information more accessible to London's diverse communities.

11B. FINANCIAL SUMMARY
CLEANING LONDON'S AIR

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	1.7	3.5	3.5	0.0
Q4	1.7	3.5	3.3 (Actual)	-0.2

Significant programme variances

There is a £0.1 million underspend due to the pausing of the World Health Organisation scenario modelling while the ULEZ Health Impact Assessment was prioritised. A budget carry forward has been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

There is a £0.1 million underspend due to the School Filters programme where procurement was delayed. A budget carry forward has been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	0.3	0.3	0.2	-0.1
Q4	0.3	0.3	0.2 (Actual)	-0.1

Significant programme variances

The year-end position is £0.1 million underspend due to expenditure on the Non-Road Mobile Machinery website upgrade not being made in the current financial year. This expenditure will now take place in 2026-27 with the remaining discovery expenditure due to take place in May 2026 and the upgrade to be completed by December 2026.

12. DELIVERING A GREENER, MORE CLIMATE-RESILIENT LONDON

12. DELIVERING A GREENER, MORE CLIMATE-RESILIENT LONDON

SRO - MEGAN LIFE
ASSISTANT DIRECTOR, ENVIRONMENT AND ENERGY

Programme Performance Summary

Throughout 2025-26, the Mayor's work to make London greener and more climate-resilient has made excellent progress.

To ensure we're putting equity and social justice at the heart of our work, we have published two important strategic documents this year: our Local Nature Recovery Strategy and the London Green Infrastructure Framework. These are tools for our strategic leadership of London; they show where in our city the need for greening is highest and provision is lowest. This will drive collective efforts and investment in the areas of greatest need.

We're supporting our partners to adapt London to the impacts of climate change. The London Surface Water Strategy was published in May 2025 and Q4 saw the first funding approvals – making use of investment from City Hall and partners – for new sustainable drainage systems (SuDS). The EU-funded Pathways2Resilience project is delayed slightly, but we expect London's heat risk action and investment plans to be published in summer 2026.

We've made significant progress on drafting the plan for clean and healthy waterways, bringing together 50 organisations in working groups across four areas: water quality, biodiversity, access, and inclusion and engagement. We've identified the ten strategic locations across London where we see the biggest opportunity for improvements to our waterways. Through our delivery mechanisms – the Green Roots Fund and strategic projects – we're already investing significant sums in those areas. The proposal for the additional £5m for open-water swimming sites is underway and will be announced next year.

We've built strong momentum on delivery of the Green Roots Fund, with two rounds of funding awards now completed, investing £7m in nearly 60 local projects spanning species reintroduction, food growing, tree planting, and making waterways more accessible.

As well as locally led projects, the GLA is making strategic investments in large-scale, long-term projects. In Q4, we announced a £1.5m allocation to the new West London Regional Park, serving over 585,000 people within a 30-minute walk. It will link the Grand Union Canal, River Brent and over 700 hectares of park space into one coherent network served by an 8-mile trail. We're actively managing risks and issues around potential political change at the local elections, resourcing in the context of organisational change at the GLA and a peak of work in climate adaptation. Mitigations, controls, and oversight are in place for these risks.

12

12A. PERFORMANCE
DELIVERING A GREENER, MORE CLIMATE-RESILIENT LONDON

Project	Q4 RAG	Q3 RAG	Project overview
1.1 Delivering clean and healthy waterways	A	G	The draft Plan is awaiting final approvals and launch is now expected to take place summer 2026. The Mayor has confirmed a one-off allocation of up to £5m for a new Swimmable London project, to increase Londoners' access to open water swimming. The scope of this new funding is being developed and agreed, including working with Youth and Sport colleagues. The Amber RAG reflects slight slippage of the published plan to Q1 2026-27.
1.2 Supporting local projects through the Green Roots Programme	G	G	Green Roots has made excellent progress against its strategic goals throughout the year. For Round one, 25 of 26 agreements have been signed and projects are in delivery. 33 grant offers have been made to Round two projects with an announcement to follow the post-election period. The deadline for Round three applications is 28 May 2026 and the team is gearing up to provide an updated prospectus and portal for Round four from June 2026. Empowerment support to enhance the diversity of applicants is delayed, but interim approaches are being developed.
1.3 Increasing London's tree canopy through partnership action	G	G	Tree Canopy continues to make good progress. Outstanding claims on legacy tree planting have been successfully resolved, with £2.9m of income approved and paid to the GLA. The London Public Realm Trees Climate Suitability report was published, alongside the updated London Public Realm Tree Map. The map is currently the second most popular GLA mapping tool. The London Urban Forest Partnership hosted a joint event at Kew in February to identifying how to take forward the recommendations from the Climate Suitability report. Delivery on the ground will happen through the Tree Equity project within the 1.4 Investing in strategic projects focused on climate adaptation and greening project.
1.4 Investing in strategic projects focused on climate adaptation and greening	G	G	This project has launched successfully this year and five key strategic, transformational projects were identified. Business cases for all strategic investment priorities have been approved. Grant and funding agreements are now in place for two projects – Strategic Sustainable Drainage Systems (SuDS) (delivered by boroughs via the Flood Ready Partnership) and Nature Recovery (delivered by boroughs via the London Wildlife Trust). The full-year budget has been spent and there has been significant development throughout the year against all objectives. Discussions to get into grant agreement for the rest of the projects began in Q4 to deliver on tree equity & urban resilience and equitable access to green & blue space over the next two years.
2.1 Convening partnership action on climate resilience	G	G	There has been good progress this year to rapidly convene partners and agree the required strategic approaches to surface water flood risk and heat risk. There have been successful Heat Risk Plan stakeholder workshops, with over 100 people in attendance. The project is on track to launch the Heat Risk Plan in summer 2026. Surface water catchment partnerships have met five times to develop a project list of strategic SuDS and agree shortlisting criteria following a clear governance process. The first phase of projects were announced in March 2026, with £1.4 million of the £3.725m total funding awarded to 20 projects across two priority catchments. The rest of the funding will be allocated during 2026-27.

12A. PERFORMANCE
DELIVERING A GREENER, MORE CLIMATE-RESILIENT LONDON

Project	Q4 RAG	Q3 RAG	Project overview
2.2 Ensuring London's planning policies maintain environmental protections while supporting housing delivery and economic growth	G	G	A strong relationship has been developed throughout the year with London Plan team to ensure policies related to green infrastructure and climate adaptation support environmental priorities while enabling housing delivery and growth. The Local Nature Recovery Strategy and London Green Infrastructure Framework are supporting plan development and these - and the Clean and Healthy Waterways Plan - are referenced in draft London Plan policies. Officers continue to support green belt development additional capacity studies and how developers can support green infrastructure and biodiversity locally and have advanced this work significantly by the end of Q4.
2.3 Providing delivery partners with the tools and information to take effective action	G	G	There has been significant progress on this project over the course of the year, culminating in the publication of both the London Green Infrastructure Framework (LGIF) and the Local Nature Recovery Strategy (LNRS) in March 2026. A webinar introducing how these tools can be used and embedded by others and other presentations were delivered in March 2026 and were received positively. The Green Infrastructure Investment work is at initiation stage. This work seeks to identify more funding sources to deliver greening for the future. The work responds to government expectations for Local Nature Recovery Strategy implementation (including new Integrated Settlement funding) and addresses significant and increasing financial needs for the sector, especially more sustainable funding sources.

12B. FINANCIAL SUMMARY
DELIVERING A GREENER, MORE CLIMATE-RESILIENT LONDON

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	7.2	7.0	6.3	-0.8
Q4	7.2	6.9	3.9 (Actual)	-3.0

Significant programme variances

There is a £1.2 million underspend on the Green Roots project due to contract durations and payment schedules varying and crossing financial years. A budget carry forward has been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

There is an underspend of £0.9 million in the Green Infrastructure Tree Planning and Trees Planting projects due to timing delays between trees being planted and the receipt of funds (due to tree planting seasons and inspections often requiring works to be rectified before funding is received). The team contacted all outstanding claimants to remind them to submit claims by the end of the 2025-26 financial year.

There is also a £0.4 million underspend due to the receipt of unbudgeted income. The Green Infrastructure Climate Resilience project received £0.3 million in returned and unclaimed Rewild London grants and Convening Climate Action received £0.1 million of un-budgeted European Union grants.

There is also a £0.5 million underspend in staff costs due to vacancies in the team which have now been recruited to or are being held vacant for the GLA's savings and efficiency programme.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	N/A	N/A	N/A	N/A
Q4	0.0	0.0	0.1 (Actual)	0.1

Significant programme variances

£0.1 million of unbudgeted capital expenditure in Q4 on the Green City Fund, therefore an overspend as no capital budget was previously set for 2025-26.

13. UPGRADING LONDON'S INFRASTRUCTURE

13. UPGRADING LONDON'S INFRASTRUCTURE

SRO - ELLIOT TREHARNE

ASSISTANT DIRECTOR, CONNECTIVITY, AIR QUALITY, TRANSPORT AND INFRASTRUCTURE

Programme Performance Summary

The Upgrading London's Infrastructure programme sets out how we will achieve the Mayor's net zero, climate resilience, housing delivery and economic growth goals. Strong progress has been made across the programme, in: new infrastructure for housing and productivity; readying infrastructure for the future; reducing disruption; and driving data innovation.

Two Open Wi-Fi milestones were delayed to allow a robust options appraisal, incorporating stakeholder feedback and alternative delivery models. The delay on agreeing a policy position from London government on heat network governance is due to the Department for Energy Security and Net Zero's (DESNZ) zoning consultation response and legislation not being published as planned. The development of the second phase of the Data for London platform prototype was delayed due to the launch of the Data for London library requiring security updates. New dates have been agreed for all delayed milestones.

Enabling the new infrastructure needed for housing and productivity:

- the launch of the London Infrastructure Framework (LIF) represented a significant milestone for the Mayor's growth agenda, setting out a strategic portfolio of infrastructure investments across transport, energy, waste, water, flood risk, and digital sectors, that will allow London government to speak with one voice about infrastructure priorities
- we provided targeted technical support to strategic developments facing electricity connection constraints. To date, we have unlocked 1,040 stalled homes
- our multi partner programme improving digital connectivity has dramatically enhanced mobile coverage, reaching over 50% of underground stations and 40% of tunnels
- we completed a technical study forecasting the growth of data centres

Readying London's infrastructure for the future:

- we have completed subregional Local Energy Planning (LAEP) across the entirety of London
- we have secured grant funding from the Mayoral Renewables Fund to progress solar photovoltaic projects (PV) in West London resulting from the West London Solar PV strategy
- pan-London Integrated Water Management Strategy (IWMS) modelling was completed

Reducing disruption caused by infrastructure delivery:

- we have scaled regulatory incentives across the water, gas and power sectors
- 48 flagship collaborative streetworks were delivered
- endorsement for the next phase of the SuDS through Streetworks Market has been received
- new innovation projects launched, exploring the feasibility of repurposing abandoned utility assets, and investigating cross-sector optimisation of heat infrastructure investment

Driving data innovation:

- the DFL Library was released, with 5,000+ datasets included from day 1. Since launch, we have seen more than 1,000 users with a higher engagement rate than the existing London Datastore
- London Data Week 2025 attracted more than 2,000 attendees across 50+ events with 30+ partner organisations

13A. PERFORMANCE
UPGRADING LONDON'S INFRASTRUCTURE

Project	Q4 RAG	Q3 RAG	Project overview
1.1 Policy and regulatory engagement and developing a refreshed London Infrastructure Framework	G	G	The GLA, working in collaboration with London Councils completed and launched the London Infrastructure Framework (LIF) in March 2026. The LIF identified a priority list of 51 infrastructure schemes critical to London's economic growth, housing and resilience objectives, enabling London government to speak with one voice about infrastructure priorities. Key achievements for 2025-26 included engaging all 32 boroughs and the City of London on infrastructure priorities, working collaboratively with London's utility companies and assessing over 350 schemes across key sectors, and developing a new data tool to explore London's infrastructure priorities which can be accessed publicly.
1.2 Address utility connection issues, pilot futureproofing and plan for major electricity demand users	G	G	This quarter we continued to provide targeted technical support to strategic developments facing electricity connection constraints. We are now working closely with the New Homes Accelerator and the Advisory Team for Large Applications, London programmes to improve identification of housing sites at risk, strengthening our capacity to provide intervention. Key achievements in 2025-26 include: unlocking 1,040 stalled homes facing utility connection issues, progressing a study to accelerate electricity connections, and completing a data centre growth forecasting report, scheduled for publication next quarter. We also advanced support to the Royal Docks through a future-proofing study on coordinated electricity cabling infrastructure, due for completion in the next quarter.
1.3 Make more of London's busy places well connected with better mobile signal and easier access to public Wi-Fi	G	G	This quarter we progressed delivery to improve connectivity in London's busiest places through stronger evidence, coordination and network expansion. Partnering with Ookla to analyse real-world mobile coverage and capacity across high-footfall locations, with findings now informing a study to be published September 2026. We delivered a borough workshop with the London Office of Technology and Innovation to shape the Connected London WiFi rollout, informing a coordinated delivery model. By the end of 2025-26 mobile coverage had been introduced at 76 London Underground and Elizabeth line stations, and 84 tunnel sections, representing 55% of all underground stations and 44% of tunnels.
2.1 Support whole-systems and area-based approaches to net-zero energy planning and delivery	G	G	This quarter we progressed work with Places for London on an energy storage opportunity study, looking at options for TfL estate to accommodate energy storage projects such as batteries, to service London's energy system – e.g. providing grid capacity. More broadly, we also completed research that considered how Local Area Energy Plans can be translated into area-based delivery models and approaches, which will be further explored with boroughs through a series of engagement workshops. In addition, data outputs from previous energy strategy work have supported retrofit grant targeting being undertaken by Warmer Homes London. Key achievements in 2025-26 included securing grant funding from the Mayoral Renewables Fund to progress Solar PV projects in west London resulting from the West London Solar PV strategy.

13A. PERFORMANCE
UPGRADING LONDON'S INFRASTRUCTURE

Project	Q4 RAG	Q3 RAG	Project overview
2.2 Develop Subregional Integrated Water Management Strategies	G	G	This quarter we progressed work on the Pre-Integrated Water Management Strategy for Marsh Dykes which will outline system understanding and problem framing. The project is on track for completion end of May 2026. Detailed hydraulic modelling is not included in the scope of this work; reflecting the current level of understanding and uncertainty within the system. We interviewed stakeholders to establish views on system design and operation and conducted archive searches to confirm aspects of system design. Key achievements in 2025-26 included convening two successful stakeholder workshops, building consensus around a shared vision for the catchment and completing the baseline report.
2.3 Pave the way for investment in digital connectivity through market and borough engagement	G	G	This quarter, we progressed work to unlock increased investment in digital connectivity through targeted market and borough engagement. We helped shape policy and planning frameworks, contributing to the London Infrastructure Framework and the emerging London Plan to address barriers raised by industry and councils, and responding to the Government's consultation on revisions to the National Planning Policy Framework. This quarter we've worked closely with Building Digital UK and London's sub-regional digital leads to develop Project Gigabit initiatives, identifying potential broadband voucher schemes, and supporting each sub-region to establish clear, long-term strategies for fibre and mobile connectivity, with some already in place.
3.1 Reduce disruption by expanding the Lane Rental Scheme, deploying the 'dig once' approach and developing a new delivery framework to scale SuDS installation through streetworks	G	G	This quarter, the GLA supported Ofgem and Ofwat audits of evidence from utility companies delivering collaborative streetworks projects in London. Successful project approvals by organisation were: Cadent: 7, SGN: 12, Thames Water: 14, UK Power Networks: 15. Progress continued delivering two projects into new research areas; a feasibility study into reducing streetworks disruption by repurposing previously abandoned utility assets, and a heat infrastructure project developing new thinking directed at cross-sector optimisation of future investment. The process is underway to identify 2026-27 collaborative streetworks opportunities through a review and safeguarding of planned works across London's core utility providers.
4.1 Fixing London's data plumbing	G	G	The Data for London (DfL) Library was released in July 2025, with 5,000+ datasets included from day 1. The DfL Library allows you to search city data, all in one place. Since launch, we have seen more than 1,000 users with a higher engagement rate than the existing London Datastore. Development on future phases of the platform is ongoing. The first functional prototype using dummy data has been delivered, focused on Free School Meals data sharing.
4.2 Building and supporting digital and data services	G	G	Key data services have been established and improved across the GLA, including ensuring best practice is set and followed. The Infrastructure team developed the Beta version of the Local Area Energy Planning DataHub, launching imminently and new functionality for the Infrastructure Mapping Application Explorer Tool. Data for London has provided data architecture advice for high profile, data-driven policy areas: in Q4, we focused on strategic licensing service design and monitoring and evaluation. London Data Week (LDW) 2025 attracted more than 2,000 attendees across 50+ events with 30+ partner organisations. In Q3-Q4, we started preparations towards LDW 2026. The GLA has funded increased information governance support in the London Office for Technology and Innovation which will unlock additional data sharing projects including Youth Guarantee Trailblazers and Warmer Homes London.

13B. FINANCIAL SUMMARY
UPGRADING LONDON'S INFRASTRUCTURE

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	3.5	3.6	2.1	-1.5
Q4	3.5	3.7	2.1 (Actual)	-1.6

Significant programme variances

The underspend is mainly due to a delay in project mobilisation across the following: Local Area Energy Planning (£0.5 million), Heat Networks (£0.4 million) and Area Based Approaches (£0.4 million). Budget carry forwards have been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

There is an additional £0.2 million underspend due to staffing vacancies.

There is a further underspend of £0.1 million mainly in the Connected London Wi-Fi project which was delayed due to the request to look at a GLA delivery led model for the project. Once the report has been finalised, expenditure can take place. A budget carry forward has been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	0.0	0.1	0.0	-0.1
Q4	0.0	0.1	0.0 (Actual)	-0.1

Significant programme variances

The year-end position is a £0.1 million underspend on the Data for London project. A budget carry forward has been requested and such underspends are held in the Directorate Reprofiling reserve at year end. Their future use is under review and will be reflected in Quarter 1 2026-27 reporting.

14. SUPPORTING AND INSPIRING YOUNG LONDON

14. SUPPORTING AND INSPIRING YOUNG LONDON

SRO - ALICE WILCOCK
ASSISTANT DIRECTOR, CIVIL SOCIETY AND SPORT

Programme Performance Summary

Over the year, programmes delivered through the Supporting and Inspiring Young London (SIYL) programme have continued to demonstrate effective reach and positive impact. Through effective partnership working we have already created almost 200,000 positive opportunities for young Londoners, with many more in the pipeline. The range of work delivered under the programme balances universal provision with targeted intervention, ensuring support reaches those who need it most while embedding long-term system change.

The Mayor's commitment to providing a nutritious meal to all children in London's state primary schools continues to support families facing renewed cost of living pressures in the face of global instability. To date over 130 million meals have been offered, as we work with schools and caterers to ensure that every plate contains what children need to grow and thrive. Our support and investment to ensure all boroughs introduce auto-enrolment for government funded meals has identified over 20,000 additional children eligible for support, unlocking nearly an additional £50million for London schools and London's most disadvantaged young people.

The safety of London's young people and investing in preventative approaches to reducing violence remains a priority across our delivery. The Violence Reduction Unit (VRU) continues to invest in positive opportunities through sport, physical activity and employment pathways. Complementing this, the VRU Families work has established a London-wide network of 26,500 parents and carers, improving confidence in navigating education and justice systems and increasing awareness of local support.

Underpinned by an understanding that the safest place of children is in school, the VRU continues to invest in programmes that support inclusion and belonging. Over 690 schools are embedding children's rights through the Rights Respecting Schools Award, supported by borough-wide Child Rights Steering Groups. Further interventions increase support for excluded and neurodiverse pupils, improving wellbeing and attendance. The Mayor's investment in mental health in targeted secondary schools is also making strong progress in embedding whole school approaches to improving wellbeing, and teams are working with schools, boroughs and the NHS to ensure these interventions are sustainable with learning is captured for the future.

The delivery of holiday provision has exceeded expectations, with over 44,000 positive opportunities delivered through the Holiday Hope programme and more than 2.5 million meal equivalents provided by partners. Delivery has broadened to include volunteering and youth social-action, and we are working with a range of providers and organisations like universities to improve access to facilities.

Trailblazers, Go! London and the London Music Fund have supported sport and physical activity, progression, enterprise and wellbeing. Over 1,300 young people have already been supported into education, employment or training, with delivery forecast to exceed annual targets. However, we know there is still more to do to ensure that all young people are supported to fulfill their full potential. We will continue to build on the consistent delivery and strong outcomes that have characterised this work so far, continuing to focus on sustainability, evidence and partnership to deliver the Mayor's ambition that London is the best city in the world to grow up in.

14A. PERFORMANCE
SUPPORTING AND INSPIRING YOUNG LONDON

Project	Q4 RAG	Q3 RAG	Project overview
1.1 Universal free school meals (UFSM)	G	G	UFSM continues to demonstrate value for money and remains closely aligned with the Mayor's priorities by providing free school meals to schools where they are most needed, helping them to learn, grow, and thrive. UFSM contributes to the Mayor's ambition of making London the healthiest place to grow up. It has unlocked almost £50 million in additional funding for disadvantaged pupils across London, including £25.9 million in pupil premium and £19.9 million in funding. UFSM has also helped identify more than 20,200 previously unregistered pupils who are now receiving the support they're entitled to.
2.1 VRU Positive Opportunities - expanding access to positive opportunities for young people	G	G	The VRU's Positive Opportunities projects supported young Londoners through targeted investment and strategic partnerships that increased access to safe, structured activities and routes into employment. A £1 million investment enabled sport and physical activity interventions addressing violence, alongside the launch of a major partnership with London United to expand high-quality opportunities for young people across the capital. Working with the GLA, the VRU launched a new round of sport internships, offering paid placements and career pathways within the sport sector for young people affected by violence. The VRU also supported positive opportunities over the holiday period through Stronger Futures, which helps keep young people engaged, safe and connected to trusted support networks.
2.2 VRU Families - developing stronger and more resilient families	G	G	Over the year, the VRU Families priority area successfully established a London-wide network of 26,500 parents and carers across almost every borough, strengthening families' ability to navigate the criminal justice and education systems and to better support children online. The project significantly improved awareness of local provision, with 80 per cent of parents and carers reporting increased knowledge of statutory and community-based support, and 95 per cent expressing high satisfaction with the help received. The innovative Strengthening Fathers pilot was completed, using a relational and supportive approach to engage male caregivers. Independent evaluations of both initiatives demonstrated positive impact and were published on the evidence hub.
2.3 VRU Education - promoting healthy relationships and reducing exclusions and disengagement in education	G	G	The VRU's education work continued to drive system-wide change to improve inclusion, wellbeing and safety for children and young people. Investment enabled more than 690 schools to embed children's rights through UNICEF UK's Rights Respecting Schools Award, with activity now taking place in eleven borough-wide Child Rights Steering Groups. The Inclusion Charter brought together 30 London boroughs and 30 national charities, underpinned by termly Inclusive London events supporting shared learning and trauma-informed practice. Nurture-focused projects reached tens of thousands of pupils and staff, strengthening healthy relationships and social, emotional and mental health (SEMH) support. Targeted mentoring has improved wellbeing and attendance for excluded pupils, while new initiatives supported neurodiverse learners and improved oracy across primary schools.
2.4 Holiday Hope, youth focused activity & youth schools	G	G	Over 44,000 positive opportunities have been delivered for young people through the core Holiday Hope work so far, exceeding the annual target signficantly. In addition over 2.5 million meal equivalents have been delivered by partners. The delivery approach has also broadened this year to include additional volunteering and youth social action pilots. Work in Q4 looked ahead in preparation for Easter 2026 as well as planning for further strengthening of the Holiday Hope offer in 2026-27. This includes a pilot project with London Higher with aims including widening access to university participation activities for young people.

14A. PERFORMANCE
SUPPORTING AND INSPIRING YOUNG LONDON

Project	Q4 RAG	Q3 RAG	Project overview
3.1 Supporting a whole school approach to mental health in secondary schools	G	G	Over the past year, the Mental Health in Schools project has made strong progress in embedding a whole-school approach to wellbeing. Fourteen schools completed action plans ahead of the December break, reflecting commitment to long-term change. Training across Universal, Specialist and Targeted support levels has assisted staff capability, alongside Leadership Link and borough-level communities of practice strengthening collaboration between schools and local services. Delivery has been informed by Anna Freud's Advisory Group, ensuring frontline expertise shapes implementation. Engagement from borough leads has remained consistent through Implementation Groups. A clear focus on sustainability has underpinned activity, including development of a Toolkit, dissemination of evaluation findings, and planning for a Celebration Event to support future legacy.
3.2 Mentoring support for young people	G	G	New Deal for Young People (NDYP) directly funded grants have all come to an end in March 2026. Two grantees have now secured long-term (7 year) funding through the Propel Fund collaboration, to continue their mentoring delivery and to influence wider systems change. Five NDYP grantees have also secured two year continuation funding via another Propel funding partner. The NDYP evaluation and storytelling toolkit are being finalised with key lessons for embedding quality mentoring across the SIYL programme to be disseminated in Q1 2026-27. Delivery partners are also in place for all delivery elements of the Mental Health Training Pilot for mentors and delivery commenced - over 125 mentors and youth professionals supported to date. The NDYP evaluation has highlighted the impact of the programme and will inform how we embed quality mentoring across future City Hall programmes for young people.
3.3 Analyse access to sports facilities and spaces and places for young Londoners	G	A	The pilot with leisure operators People and Places in Sutton started in January 2026 and will run for at least six months. The pilot aims to engage up to 100 young people aged 11-16 years old twice a week, working to develop a London-wide Care Leavers facility access offer, building on findings from the recently published Merton Report on care-leavers accessing leisure facilities. Work developing a University Community Campus model, similar to Manchester and Birmingham, four universities have signed up to date. Scoping meetings have taken place for the project which will train university students to become 'community coaches', delivering sessions to the local young people on campus.
3.4 Enhance physical and mental wellbeing of young Londoners, working in partnership with three US Sports brands: NFL, NBA, and MLB	G	G	The Mayor's commitment to work with major American sports brands has seen further commitment, with basketball and the return of the NBA London Game in January 2026. Part of this commitment includes launching a further iteration of the London Coaches Program 2026 for a further three years. London Coaches Program 2.0 aims to train 180 coaches, with 90 progressing into paid roles, strengthening employment pathways and community impact. It includes club grants to support local hiring, and sets an ambitious target to reach 50,000 young people through initiatives like "Slam Jam" and informal sessions. Training will expand to include officiating, statistics, and business skills, partnering with organisations such as the NBA.

14A. PERFORMANCE
SUPPORTING AND INSPIRING YOUNG LONDON

Project	Q4 RAG	Q3 RAG	Project overview
3.5 Develop a strategic partnership with the Lawn Tennis Association (LTA)	G	G	Over the past year, Rally Together London has built strong momentum, successfully moving from setup to delivery. Key foundations were established, including a summer festival at the National Tennis Centre that engaged 80 young people and strengthened community partnerships. Delivery partners were onboarded to support outreach and future cohorts. The project showed clear traction. The traineeship project attracted high demand and the community programme also progressed well, with Cohort 1 preparing for a flagship event in Trafalgar Square and onboarding for Cohort 2 is in development. Overall the project has demonstrated strong engagement, effective partnerships, and a solid foundation for continued growth and impact.
3.6 Support London's schools and nursery communities (Healthy Schools LDN)	G	G	This quarter has focused on continuing to embed and support the refreshed Healthy Early Years London (HEYL) and Healthy Schools London (HSL) projects, building on the foundations established in the previous quarter. Activity has centred on three areas: (1) sustaining and strengthening borough-level engagement and learning networks as boroughs continue to use the refreshed tools and approaches, (2) monitoring and improving the day-to-day experience of the website and project resources, responding to early user feedback, and (3) progressing the development of the website-integrated training and support offer in line with Borough Lead feedback and the agreed review-period plan for 2026-27.
4.1 Explore opportunity to create an Erasmus-style scheme for young Londoners	G	G	Feasibility research was completed and published in December 2025. This Mayoral priority activity is now complete. HM Government has since announced rejoining Erasmus+. We are currently engaging with the Department for Culture, Media and Sport (DCMS) on policy activity, and currently no operational or funding activity is allocated to London.
4.2 Employment and training opportunities for young people who are, or are at risk of becoming not in education, employment or training (NEET)	G	G	The projects are expected to hit all targets and milestones for the year, building on prior successful delivery with an expectation of fully utilising the funding allocation. This includes £1.7m of in year Trailblazer funding, showing the growth capacity of this area. Final figures will be received in April 2026, but figures available to date shows that over 1,300 young people have been supported into education, employment or training over the course of the year, with this forecast to rise to over 1,600, above the annual target. With consistent provider relationships into the next year and grant agreements signed, the work is expected to continue strong delivery into the next year.
4.3 London Youth Guarantee Trailblazer	A	A	There has been some slippage due to commissioning or rescoping of activity to enable delivery in Year 2. New plans have been agreed with the funder. Mitigations have been put in place for this including submitting revised milestones for two of the Pan-London Trailblazer projects and early identification of underspend from both Pan-London Trailblazer and Central London Forward, allowing reallocation of the funds.

14A. PERFORMANCE
SUPPORTING AND INSPIRING YOUNG LONDON

Project	Q4 RAG	Q3 RAG	Project overview
5.1 Go! London	G	G	Round 5 of the Foundation pillar opened in March 2026, providing grant funding for small and medium grassroots organisations delivering sport-based youth provision. The Fund selected 21 finalists for its Innovation Challenge, supporting a collaborative test and learn approach with the sector in two key areas: Climate action through sport, and Reimagining Spaces for young people. An impact partnership fund with the NFL Foundation launched, awarding grants to 19 organisations to support 4,500 children and young people. The sector-strengthening offer saw 120 community organisations engaged in capacity-building sessions delivered with Bayes Business School, with high levels of engagement and outcomes including increased confidence across areas such as financial management and organisational leadership.
5.2 Youth engagement & partnership	G	G	GLA youth groups continue to deliver activity that supports the Mayor's work. Examples this quarter include the Lynk Up Crew supporting the Oxford Sreet team, Peer Outreach Workers working with the GLA's Civic and Democratic Participation team and undertaking assessments for the mentoring and mental health support project.

14B. FINANCIAL SUMMARY
SUPPORTING AND INSPIRING YOUNG LONDON

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	**N/A**	**N/A**	**N/A**	**N/A**
Q2	**N/A**	**N/A**	**N/A**	**N/A**
Q3	**156.9**	**157.1**	**151.6**	**-5.5**
Q4	**156.9**	**157.1**	**150.8** (Actual)	**-6.3**

Significant programme variances

The year-end position is a £6.3 million underspend, due mainly to a £4.9 million underspend on the Universal Free School Meals programme. The programme is still delivering for all eligible school children in London; however, the latest position shows that there are fewer eligible children than forecast. Therefore, milestone payments to boroughs including contingency payments for Special Educational Needs and Disabilities (SEND) are lower than originally planned for the academic year (2025-26), as the budget was set based on 2024 census data, whereas the latest 2025 census data has been used to calculate payments to boroughs. This underspend will be returned to the GLA Group reserves.

CORE ENABLING SERVICES

CORE ENABLING SERVICES
PROGRAMME PERFORMANCE SUMMARY

DIANNE TRANMER
EXECUTIVE DIRECTOR, CORPORATE RESOURCES AND BUSINESS IMPROVEMENT

Performance across the quarter reflects continued stability in core enabling services and clear priority improvement areas for 2026–27.

Facilities Management — All capital projects were delivered as scheduled, outsourced contracts achieved 98% KPI compliance, and both buildings remained fully operational. Recycling was 86% for 2025-26, the highest since the move to City Hall.

People Function — Female and disabled representation continue to exceed/meet targets. Representation of BAME staff at SLT level and at Grade 10 and up remains below target.

HR Shared Services — Employee payments, learning and development, and employee services performed in line with agreed standards. Reporting SLA compliance remains below target at 54%, while service management slightly exceeded its target.

Digital Experience Unit — Delivered stable digital services with high availability of London.gov.uk and strong engagement metrics.

Procurement and Business Improvement — Target met for publishing the GLA's forward procurement pipeline, improving transparency of contract opportunities.

CHANDRU DISSANAYEKE
EXECUTIVE DIRECTOR, STRATEGY AND COMMUNICATIONS

The Strategy & Communications Directorate delivered stable performance in Q4, with most programmes on track and progress maintained across the year. Strategic Partnerships advanced London's investment and devolution objectives, securing additional powers and resources while sustaining engagement with government and partners. A total of 183 educational visits were delivered, exceeding the annual target of 150 and demonstrating strong programme delivery.

External Relations delivered in line with the annual plan across the year, supporting mayoral priorities including community safety, housing, rough sleeping and the cost of living through targeted communications. Communications for major events and public consultations were delivered effectively, and GLA channels reached 63% of Londoners, outperforming the 50% annual target.

Following the Crans Montana nightclub fire, the Fire Team coordinated engagement between the London Fire Brigade and night time economy partners to reinforce fire safety messaging, reaching over 200 stakeholders.

City Intelligence provided analytical support across licensing, violence reduction, transport planning and London Plan forecasting, informing key devolution and investment decisions.

FAY HAMMOND
CHIEF FINANCE OFFICER

Performance in Q4 demonstrates continued strength in our core financial controls. Investment income significantly exceeded expectations, delivering £106.56m against a budget of £85.1m, reflecting prudent treasury management and favourable market conditions. The annualised investment return fell marginally below the SONIA +40bps target due to a one-off strategic investment write-down, but performance over the full three-year rolling period remains in line with benchmark, demonstrating the effectiveness of our long-term investment strategy.

Operational performance also remained strong. 92% of SME invoices were paid within 10 working days, exceeding our 90% target and supporting London's small business economy. Payment within 30 days remained stable at 84%, consistent with Q3, and work continues to strengthen processes in this area.

Overall, the GLA's financial position remains sound, and will continue to ensure resources are deployed efficiently and aligned to the Mayor's strategic objectives.

Work continues to maintain a CFO directorate that safeguards the organisation and remains well-positioned to identify and manage emerging risks, maintain financial sustainability and, most importantly, continue delivering value for Londoners.

CORPORATE RESOURCES & BUSINESS IMPROVEMENT (CRBI): PEOPLE FUNCTION

Implementing Success Factors Modules and EVP Project as part of the GLAs retention and attraction strategy SUCCESS STATEMENT: GLA attracts top talent at all levels, reflecting London's diversity. Workforce planning drives equality and agility, ensuring resources are allocated effectively across the organisation.					
	Target	**Actual**	**Q4 RAG**	**Q3 RAG**	**Notes**
BAME staff overall	**42%**	**40%**	A	A	The overall proportion of staff from Black Asian, and minority ethnic (BAME) background, at 40%, is almost static (<1% increase) compared to Q4 of 2024-25, and therefore remains slightly below target. The current level of BAME representation at the GLA varies by directorate, ranging from 56% to 36%.
BAME – Grade 10 and above	**42%**	**31%**	R	R	The proportion of staff in Grades 10 and above from a Black, Asian and minority ethnic background, at 31%, is almost static (<1% increase) compared to Q4 of 2024-25, and therefore remains below target.
BAME staff within SLT	**42%**	**23%**	R	R	The proportion of staff from within SLT from a Black, Asian and minority ethnic background, at 23%, remains almost static (<1% increase) compared to Q4 of 2024-25, and therefore remains a long way below target.
Disabled staff overall	**18%**	**20%**	G	G	The proportion of disabled staff has increased steadily since declaration rates have significantly improved.
Disabled staff – Grade 10 and above	**18%**	**18%**	G	G	Where disability status was known, the proportion of staff at Grade 10 and above with a disability was the same as Q3. The proportion of staff with a disability is at target level.
Disabled staff within SLT	**18%**	**21%**	G	G	The proportion of staff in SLT with a disability is above target.
Female staff overall	**50%**	**65%**	G	G	The proportion of female staff at the GLA remains above target.
Female staff – Grade 10 and above	**50%**	**60%**	G	G	The proportion of female staff at Grade 10 and above remains ahead of target.
Female staff within SLT	**50%**	**58%**	G	G	The proportion of female staff in SLT remains above target.
Staff turnover (Overall)	**5-14%**	**11%**	G	G	Turnover has increased by one percentage point since Q3. However, this is still within the target range.

CORPORATE RESOURCES & BUSINESS IMPROVEMENT (CRBI): DIGITAL EXPERIENCE UNIT

Enhancing GLA's ability to deliver Mayoral outcomes through ongoing and improved digital and data service offerings for common interventions. Supporting policy makers to create and maintain relevant, inclusive policy to be representative of all Londoners needs through the power of data and digital services. **SUCCESS STATEMENT:** **Delivering inclusive, accessible services that improve outcomes for Londoners, build trust in the Mayor and Assembly, and support a smarter, greener, and safer London.**					
	Target	**Actual**	**Q4 RAG**	**Q3 RAG**	**Notes**
London.gov.uk: % time website is available for use	**99.95%**	**99.95%**	G	G	Average uptime over 2025-26 was 99.95%, achieving target.
Community engagement: members taking part (rolling 12 month average)	**1,000**	**6,183**	G	G	Performance is very positive. This is the result of a few high profile campaigns with effective paid and organic promotion, including the Heat Risk Delivery Plan over summer and the Strategic Licensing consultation in early spring.
Transform and create sustainable Grants Services for the GLA **SUCCESS STATEMENT:** **The grants service is efficient and strategic, ensuring grant-making is consistent, effective, and leverages skills and assets across the Group for maximum impact.**					
	Target	**Actual**	**Q4 RAG**	**Q3 RAG**	**Notes**
OPS - payments that have moved from authorised to cleared within 3 days	**90%**	**86%**	A	G	Performance was impacted by an unusually high number of vendors that had been inactive for over two years. The reactivation and unblocking process required additional checks by the Grants and SAP teams, extending processing times. This contributed to delays in payments moving from authorised to cleared within the 3-day target.
To contribute to the creation of a thriving digital and data economy by fostering innovation, exploiting data assets, supporting partnerships, and attracting global investment. Working with the policy teams across the GLA, London Office of Technology and Innovation (LOTI), London Boroughs and via the Mayors Data for London Programme to deliver data services and create spaces for partnership and innovation. **SUCCESS STATEMENT:** **Providing a clear, group-wide view to support the Mayor, especially in data-sharing through Data for London, shown by increased partners sharing metadata.**					
Measure	**Target**	**Actual**	**Q4 RAG**	**Q3 RAG**	**Notes**
Data for London Datastore active users across all datastore + DFL pages per month	**8,000**	**8,568**	G	G	Delivery above target for 2025-26.

CORPORATE RESOURCES & BUSINESS IMPROVEMENT (CRBI): IT SHARED SERVICES

Providing secure, resilient and well-managed technology infrastructure for the GLA, including network services across City Hall and Union Street, MS Office 365, mobile phones, cybersecurity, and legacy system support.

SUCCESS STATEMENT:
Delivering a secure, high-quality, user-focused digital and IT environment that meets staff needs while showing the Authority's commitment to excellence, security, and inclusive access.

	Target	Actual	Q4 RAG	Q3 RAG	Notes
GLA Office 365: % time services are available	**100%**	**100%**	G	G	The GLA Office 365 service was fully available throughout Q4 (January–March 2026) with no outages reported.
Corporate Wireless Network: % availability	**100%**	**100%**	G	G	The corporate wireless network was available for all but two hours in Q4. Cumulatively for 2025-26 the network was available 100% of the time when rounded to one decimal place.
Cyber security: essential software updates applied to our systems and infrastructure	**100%**	**100%**	G	G	All GLA devices were fully up to date with security patches during Q4. Devices that were not patched were automatically prevented from accessing GLA networks. Unused or standby devices have been excluded from this figure.

CORPORATE RESOURCES & BUSINESS IMPROVEMENT (CRBI): HR SHARED SERVICES

Providing high quality, efficient, and standardised processes and procedures for GLA staff to carry out routine transactional HR services

SUCCESS STATEMENT:
Staff feel confident with completing HR transactions, and receive a consistent and timely service.

	Target	Actual	Q4 RAG	Q3 RAG	Notes
Employee payments - service requests meeting SLA	**80%**	**97%**	G	G	The Employee Payments team continue to exceed the KPI.
Employee services - service requests meeting SLA	**80%**	**85%**	G	A	The Employee Services team have worked hard to ensure that they meet and exceed the KPI in majority of cases.
Learning and development (L&D) - service requests meeting SLA	**80%**	**94%**	G	G	The L&D team continue to exceed the KPI.
Reporting - service requests meeting SLA	**80%**	**74%**	A	R	The reporting KPI reflects requests submitted via the TfL-managed reporting service (report portal), which operates as a shared service. Currently, a significant proportion of reporting requests are submitted outside of this route and are therefore not captured within this KPI. To address this, there is a need to review how reporting requests are captured and considered within the KPI, to ensure it more accurately reflects overall reporting activity. This is particularly important following the transition to Power BI reporting, being piloted from May 2026 onwards, and further work is underway through the HR Shared Service review meetings to agree an appropriate performance measure going forward.
Service management - calls answered meeting SLA	**80%**	**73%**	A	A	The Employee Services team do not receive a large number of phone enquiries, the majority of enquiries are via email. This KPI represents the phone enquiries answered within 20 seconds. The team have been asked to undertake further analysis to understand the timings of phone enquiries and how this can be resourced more effectively.

CORPORATE RESOURCES & BUSINESS IMPROVEMENT (CRBI): PROCUREMENT SHARED SERVICES

Delivering a high-quality procurement service to the GLA, providing advice on routes to market, managing tenders, and ensuring compliance with required governance and regulations

SUCCESS STATEMENT:
Procurement activity is completed on time and contracts are awarded which provide value for money for the GLA and Londoners.

	Target	Actual	Q4 RAG	Q3 RAG	Notes
Publication of future pipeline of GLA procurement activities	**100%**	**100%**	G	G	The future pipeline of GLA procurement has been published online, with Transport for London providing visibility of upcoming contract opportunities with an estimated value over £100k. In line with agreed governance arrangements, this measure will continue to be updated periodically.

CORPORATE RESOURCES & BUSINESS IMPROVEMENT (CRBI): FACILITIES MANAGEMENT

Providing high quality fully serviced office accommodation for the Core GLA which includes office spaces, meeting room suites and public committee, conference and function spaces

SUCCESS STATEMENT:
Delivering a secure, high-quality, welcoming, and inclusive environment that meets user needs while reflecting the Authority's policies and values to all stakeholders.

	Target	Actual	Q4 RAG	Q3 RAG	Notes
City Hall and Trafalgar Square capital projects completion	**100%**	**100%**	G	G	Capital projects completed in 2025-26 as per programme. The projects targeted the Squares restoration and City Hall refurbishment defects and improvements.
City Hall Recycling as %	**80%**	**86%**	G	G	New bins at City Hall and improved signage have helped the recycling target to be surpassed.
Outsourced facilities management services - contract KPIs met	**90%**	**99%**	G	G	KPI targets met by all contractors and suppliers.
Number of reportable RIDDOR accidents at core GLA sites is zero.	**0**	**1**	R	R	There was a RIDDOR report due to a broken bone injury at City Hall. A thorough investigation was carried out and this concluded all necessary control measures were in place. The GLA Health and Safety Committee review all accidents at their regular meetings to ensure that good practice is followed, and the highest possible health and safety standards are maintained.
City Hall & Union Street are available for staff to use	**100%**	**100%**	G	G	City Hall, Parliament Square and Trafalgar Square have all been available without disruption to staff and visitors.

Plan and deliver the relocation of GLA staff from 169 Union Street to refurbished office accommodation at Palestra **SUCCESS STATEMENT:** **Realignment of our back-office accommodation portfolio in line with GLA group Estates strategy is complete**					
	Baseline	**Forecast**	**Q4 RAG**	**Q3 RAG**	**Notes**
GLA staff have relocated from Union Street to Palestra	**Q4 26-27**	**Q4 26-27**	G	G	Contract for the refurbishment has been signed with supplier.
GLA cores sites are run in a way which showcases net zero polices and reduces carbon emissions, to reach a net zero estate by 2030 **SUCCESS STATEMENT:** **Running GLA cores sites to showcase net zero polices and reduce carbon emissions to reach a net zero estate by 2030**					
	Baseline	**Forecast**	**Q4 RAG**	**Q3 RAG**	**Notes**
Achieve Net Zero for GLA leased and managed accommodation	**Q3 30-31**	**Q3 30-31**	G	G	New green energy contract signed for 2026-27. GLA group Power Purchase Agreement (PPA) is progressing well. Waiting for handover of the vent project from landlord to contractor, but project to put the vents into operation is already underway.
Planning and delivering public safety improvements to Trafalgar Square **SUCCESS STATEMENT:** **Allocating space in Trafalgar and Parliament Square calendar for essential conservation and allowing visitors to enjoy these iconic sites without obstruction from event structures.**					
	Baseline	**Forecast**	**Q4 RAG**	**Q3 RAG**	**Notes**
Develop the Fabric protection strategy for Trafalgar Square and Parliament Square Gardens	**Q3 25-26**	**Q3 25-26**	CG	CG	Fabric Protection Strategy has been completed.
Completion of public safety improvements for Trafalgar Square	**Q4 26-27**	**Q3 27-28**	A	G	The application for planning permission is expected to be submitted in Q1 2026-27.

CORPORATE RESOURCES & BUSINESS IMPROVEMENT (CRBI): INFORMATION GOVERNANCE

Providing ongoing support to teams on access to information requests, to include providing advice on information that can/not be disclosed to the public

SUCCESS STATEMENT:
Teams identify information requests, know where to get support, and respond on time in 90% of cases, upholding the Mayor's commitment to transparency under relevant legislation.

	Target	Actual	Q4 RAG	Q3 RAG	Notes
Freedom of Information requests: responded to within 20 working days	**90%**	**90%**	G	G	227/253 (90%) FoI requests responded to within 20 working days in Q4.

Providing advice, guidance document and policy around information management practices

SUCCESS STATEMENT:
Consistently delivers high quality advice, clear guidance documents, and robust policy frameworks that strengthen organisational information management practices, enabling teams to adopt compliant, efficient, and future-proof approaches to handling information.

	Target	Actual	Q4 RAG	Q3 RAG	Notes
GDPR: Number of data breaches that are notifiable to the ICO	**0**	**1**	R	G	One incident was required to be reported to the Information Commissioner's Office (ICO), due to the data affected being of a highly sensitive and confidential nature. This is considered low for an organisation of the size of the GLA.
GDPR: Number of data breaches within the GLA	**10 or fewer**	**14**	A	G	Q4 saw six personal data breaches, slightly higher than previous quarters. The trend is being analysed further, including against previous quarters' data. However, it's anticipated the Sharepoint rationalisation project, which will enable staff to better utilise Sharepoint for sharing information, rather than by email, should reduce these types of breaches as all six in Q4 were as a result of the wrong recipient(s) being emailed personal data via links/attachments.

STRATEGY & COMMUNICATIONS (S&C): EXTERNAL COMMUNICATIONS

Communicating with the full breadth of London's communities and audiences, ensuring that as diverse a range of communities as possible are engaged with the vision and work of the Mayor of London.

SUCCESS STATEMENT:
We've reached more Londoners through the owned, earned and shared channels, ensuring those directly affected by policies are aware of and understand them.

	Target	Actual	Q4 RAG	Q3 RAG	Notes
We will ensure that over 50% of all Londoners have seen or heard about the work of the Mayor of London, in each quarter	**50%**	**70%**	G	G	Continued to deliver through owned and earned channels; including rollout of new stakeholder channels and additional trial and testing of locally-focused messaging platforms.

STRATEGY & COMMUNICATIONS (S&C): PUBLIC AFFAIRS AND STRATEGIC PARTNERSHIPS

Supporting the Delivery of the Mayor's Portfolio and Operation of the GLA

SUCCESS STATEMENT:
Through strong partnerships, public affairs coordination, and aligned engagement, we deliver impactful policies and foster cross-sector collaboration that improves life for Londoners.

	Target	Actual	Q4 RAG	Q3 RAG	Notes
90% of correspondence is responded to within 20 working days	**90%**	**88%**	A	A	2025-26 performance is just below target and reflects uneven results across the portfolio, rather than a broad decline. Most of the core public liaison and referral routes are performing strongly, but lower performance in a small number of areas has pulled the overall position down. A targeted approach is therefore being taken to address those issues, with remedial action focused on clearer ownership, quicker escalation and closer performance management.
We have delivered 150 educational visits per year with positive feedback from participants	**150**	**183**	G	G	On track to achieve the annual target. We slightly exceed quarterly expectations, given the quarter was coterminous with a full school term.

CHIEF FINANCE OFFICER

SUCCESS STATEMENT :
We ensure GLA's financial integrity and sustainability through robust planning, resource management, and transparent governance, enabling delivery of the Mayor's priorities and longterm resilience.

	Target	Actual	Q4 RAG	Q3 RAG	Notes
Forecasting accuracy: variance of forecast outturn against net revenue budget	**+/- 10%**	**-9.9%**	G	G	The year-end position is an underspend across the GLA Mayor directorate budgets of £38.7 million.
Forecasting accuracy: variance of forecast outturn against revised expenditure capital budget	**+/- 10%**	**-1.5%**	G	G	The year-end position is a £31.7 million underspend.
Investment income against budget	**£85.1m**	**£106.56m**	G	G	Revised interest receivable budget for 2025-26 was £85.1m. Actual interest was £106.56m, which is £21.46m over budgeted figure.
Investment income performance (expressed as an annualised excess above the UK's core overnight interest measure)	**0.40%**	**-0.01%**	A	R	The GLA's return for the year is below the SONIA +40bps target; however, this is measured over a three-year rolling average to reflect the volatility of strategic investments. Over the period 1 April 2023 to 31 March 2026, performance is in line with the benchmark, with a return of 5.03% against a 5.03% target. The 2025-26 underperformance is primarily due to a one-off write-down of one of our strategic investments in July 2025, reducing returns by approximately 0.27% (compared to around 0.22% at fund level).
SME invoices paid within 10 working days	**90%**	**92%**	G	G	954/976 (97%) SME invoices paid within working 10 Days in Q4.
All invoices paid within 30 days	**90%**	**84%**	A	A	5660/6752 (84%) invoices paid within 30 days in Q4. This is consistent with Q3.

STATUTORY PLANNING

SUCCESS STATEMENT :
Delivers the GLA's statutory planning responsibilities with rigour, transparency and strategic leadership, ensuring planning decisions are evidence-based, policy-compliant and aligned with London's growth objectives.

	Target	Actual	Q4 RAG	Q3 RAG	Notes
Planning decisions: Stage 2 Referrals responded to in time	**100%**	**98%**	A	A	2 of 132 applications late over the course of the year.
Planning decisions: Stage 1 Referrals responded to in time	**75%**	**59%**	R	G	Performance has strongly dipped compared with previous quarters, reflecting wider workload pressures across the team. Priority has had to be given to Stage 3 cases, call-ins and work associated with the new Mayoral planning powers, which has affected capacity to respond to Stage 1 referrals. This will continue to be monitored, particularly as the impact of the new powers becomes clearer.
Planning income: Pre-application fee income secured	**£2.958m**	**£2.2m**	A	A	Pre-apps are an optional service so income can fluctuate. Income target for 2026-27 has been adjusted to a less stretching target.

FINANCIAL SUMMARY
CORE ENABLING SERVICES

Revenue

Significant programme variances

Across Core budgets there are underspends of £17.5 million, which include:

- £5.0 million of contingencies not used, including delay of the Job Families project into 2026-27
- £3.3 million across the Digital Experience Unit and the Technology Group from savings
- £2.5 million against the Group Collaboration budget which will be returned to GLA Group reserves
- £2.2 million underspend in the Elections budget due to final borough expense claims for the 2024 GLA elections lower than originally forecast
- £0.9 million underspend across shared services contracts
- £0.8 million underspend across Success Factors and HR Job Families programmes due to implementation delays
- £0.7 million underspend against the budget set aside for London Treasury Limited mainly due to staffing vacancies
- £0.7 million of underspends in Technology Group due to contract savings from both re-scoping and earlier termination than anticipated as delivery is now through shared services with TfL

These underspends are partially offset by £6.2 million of overspends in some areas, including:

- £2.1 million overspend on Crystal Palace National Sports Centre (CPNSC) revenue budget. This is mainly due to additional health and safety and maintenance works required to improve some end-of-life facilities at the centre
- £1.6 million overspend in Facilities Management due to lower income achieved than expected
- £1.4 million overspend within the People Function due to the increased cost of agency staff

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	N/A	N/A	N/A	N/A
Q2	N/A	N/A	N/A	N/A
Q3	100.1	98.1	91.4	-6.6
Q4	100.1	97.4	86.2 (Actual)	-11.3

Project grouping detail - (£million) - Net

Q4 Position	Original Budget	Revised Budget	Actual	Variance
Enabling services	65.4	64.1	56.2	-7.9
Teams supporting strategic work	12.9	13.4	13.7	0.2
Teams fulfilling statutory obligations	5.2	5.3	6.2	0.9
Other	16.7	14.6	10.1	-4.5
Core enabling services total	**100.1**	**97.4**	**86.2**	**-11.3**

FINANCIAL SUMMARY
CORE ENABLING SERVICES

Capital

Significant programme variances

The year-end position a £9.4 million underspend, driven by:

- £2.7 million of the underspend in Core is from the Corporate Resources and Business Improvement Directorate. £2.3 million of which is from Facilities Management due to delays in the procurement process for Palestra office relocation project (£1.5 million) and Hostile Vehicle Mitigation project at Trafalgar Square slipping into the summer of 2026 (£0.8 million); £0.3 million is a slippage on the IT Shared Service project and £0.1 million in Data for London
- £2.6 million of the underspend is from the London Stadium due to reduced core operations and legal costs of £2.3 million arising from matches not played by west ham, unused contingency of £0.1 million and £0.2 million reduced insurance claim
- the remaining £4.1 million underspend relates to the Crystal Palace National Sport Centre project, which is progressing through the Pre-Construction Services Agreement stage with the contractor, to complete in 2026-27

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	**N/A**	**N/A**	**N/A**	**N/A**
Q2	**N/A**	**N/A**	**N/A**	**N/A**
Q3	**49.7**	**15.9**	**13.8**	**-2.1**
Q4	**49.7**	**40.4**	**31.0** (Actual)	**-9.4**

Project grouping detail - (£million) - Gross

Q4 Position	Original Budget	Revised Budget	Actual	Variance
Enabling services	**37.7**	**3.9**	**1.2**	**-2.7**
Teams supporting strategic work	**0.0**	**24.5**	**21.9**	**-2.6**
Other	**12.0**	**12.0**	**7.9**	**-4.1**
Core enabling services total	**49.7**	**40.4**	**31.0**	**-9.4**

MAYOR OF LONDON

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