MAYOR OF LONDON

GLA CORPORATE PERFORMANCE AND FINANCE REPORT

Q1 2026-27

MAYOR OF LONDON

CONTENTS

Need this document in an accessible format?

If you use assistive technology (such as a screen reader) and need this document in a more accessible format, please contact us via our online form at **https://www.london.gov.uk/contact-us-form** and tell us which format you need.

It will also help us if you tell us which assistive technology you use. We'll consider your request and get back to you as quickly as we can.

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 1 (Q1)** performance report, presented with project overviews, captures the progress made across the GLA portfolio during this period.

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: Q1 finance data covers the period 1 April - 27 June 2026. Q1 performance data covers the period 1 April - 30 June 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 forecast is an underspend across the GLA Mayor portfolio budget of £18.3 million. This is driven mainly by the following:

- a £7.7 million underspend on the Accommodation and wider support for those who need it most programme, as most of the Integrated Settlement revenue funding received for the Supported Housing project is likely to be spent in future years rather than this financial year. This underspend will be a contribution to reserves at year-end and carried forward for use in 2027-28
- a £6.1 million underspend on the Supporting and inspiring young London programme, which is due to an underspend within the universal free school meals (USFM) project - the latest position shows that there are fewer eligible children than forecast. This underspend will result in a reduced use of Group Reserves, and so will not be retained by GLA Mayor at year-end
- a £4.4 million underspend on the Building more homes programme, as most of the Integrated Settlement revenue funding received for the City Hall Developer Investment Fund is likely to be spent in future years to fund staff, consultant, legal and other revenue costs. This revenue funding may also be used for minimum revenue provisioning for a financial transactions funding programme. This underspend will be a contribution to reserves at year-end and carried forward for use in 2027-28

Several projects across the programmes are part of the £121.3 million strategic investment agreed as part of the 2026-27 budget and will span multiple financial years, so the associated expenditure will need to be accurately profiled across future years. Further information will be captured in future decisions exercised under the delegations to programme SROs. Profiling will be refined as projects progress through mobilisation and delivery planning, and will also be reported quarterly in performance and finance monitoring from Quarter 2 2026–27. Carry forward to future years will be managed as part of the GLA's financial processes.

Capital overview

The year-end forecast is a £11.8 million overspend across the GLA Mayor portfolio budget, driven by a £11.8 million overspend within the Reducing non-residential emissions programme, primarily for a newly approved Green Finance loan to Brent Council under the Green Finance Fund. It is proposed that budget will be reprofiled from 2027-28 to 2026-27 for this overspend.

Programme	Revenue variance (outturn variance against full year budget) £m	Capital variance (outturn variance against full year budget) £m
Building more homes	-4.4	0.0
Improving London's housing stock	0.0	0.0
Making best use of land	0.0	0.0
Reducing non-residential emissions	0.0	11.8
Accommodation and wider support for those who need it most	-7.7	N/A
Reducing inequalities	0.0	N/A
Supporting community, cultural and sporting events in London	0.0	0.0
Boosting London's growth sectors	0.0	0.0
Helping local economies to thrive	0.0	0.0
Supporting Londoners to benefit from growth	0.0	0.0
Cleaning London's air	0.0	0.0
Delivering a greener, more climate-resilient London	0.0	N/A
Upgrading London's infrastructure	0.0	0.0
Supporting and inspiring young London	-6.1	N/A
Total portfolio	**-18.3**	**11.8**

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.

1. BUILDING MORE HOMES

© Greater London Authority

1. BUILDING MORE HOMES

SRO - TIM STEER
EXECUTIVE DIRECTOR, HOUSING & LAND

Programme Performance Summary

It has been an extremely busy quarter for all those working on delivering the Building More Homes programme.

There has been significant progress delivering two flagship funding programmes. The initial bidding window closed for the London Social and Affordable Homes Programme (LSAHP). Interest in the LSAHP was high and we received bids well in excess of the funding settlement we have been given by government. While we are assessing funding bids, we are also in conversations with government to try to secure further funding flexibilities. Bidding for funding under the City Hall Developer Investment Fund took place during the quarter; we are reviewing bids and in Q2 we will select the first set of projects to take forward to due diligence stage.

As ever, work continues across the sector to maximise affordable homes delivered through the GLA's current Affordable Housing Programmes. We announced a limited extension to allow some projects further time to deliver under our Affordable Homes Programme 2021-26. This is reflective of the difficulties our partners are facing in a very challenging financial climate for housing delivery.

Our work to enable the delivery of more homes of all tenures continues. Delivery continues on GLA Group land holdings and joint venture schemes, but, reflecting the challenges faced by housing developers across the sector, delivery on our sites is difficult. We continue to work with our development partners to understand site-specific challenges and to identify options to bring them forward.

1A. PERFORMANCE
BUILDING MORE HOMES

Project	Q4 2025-26	Q1 2026-27	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	In Q1, demand from partners for funding under the London Social and Affordable Homes Programme 2026-36 was extremely high and the GLA received bids well in excess of the funding envelope. Bids are currently being assessed. The GLA has requested further funding flexibilities from government in order to ensure the programme can deliver as many homes as possible, as early as possible. A memorandum of understanding (MoU) with the government has been signed, though will be updated with housing targets once targets and initial allocations have been agreed.
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	G	The City Hall Developer Investment Fund funding guidance was published, and expressions for interest opened, in Q1. The GLA is now reviewing initial bids and will select the first set of projects to take forward to due diligence in Q2. Discussions with government continue in relation to further allocations of Financial Transactions (FT) funding to supplement CHDIF; this relates to both the GLA's share of financial transactions funding announced in March, and its role in administering the Low-Interest Loans programme.
1.3 Promote institutional investment into intermediate rent	A	A	Work continues on the replacement London Plan, which will consolidate key policy on Build to Rent (BTR), including affordable housing, and the London Housing Directors' Group has launched a guide via Opportunity London to support boroughs in engaging institutional investors. Early conversations suggest investors may not secure the returns they expect from homes let at rent levels that meet London Plan affordability requirements, meaning some may need grant; to mitigate this, the London Fire Brigade and the Deputy Mayor for Plannning, Regeneration and the Fire Service, are encouraging providers to establish for-profit Registered Providers, enabling access to the London Social and Affordable Homes Programme (LSAHP) 2026–27. Additional mitigations include strengthened investor engagement to test viability early, clearer policy direction to reduce uncertainty, consistent borough approaches supported by the new engagement guide, targeted support for registered provider (RP) registration, proactive pipeline monitoring to forecast grant demand, exploration of alternative funding models, and strengthened fire safety engagement to ensure compliance and reduce redesign risk.

1A. PERFORMANCE
BUILDING MORE HOMES

Project	Q4 2025-26	Q1 2026-27	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	Work continues to deliver existing and legacy affordable housing schemes, including the Affordable Homes Programmes. The GLA has secured an extension on the starts deadline for AHP 21-26. The deadline for starts is now 30 September 2026 (extended from 31 March 2026). At the end of Q1, the number of starts delivered against the GLA's target of 17,500-19,000 homes is 15,348. Work also continues to maximise completions in AHP 16-23. Although there is no long-stop date for completions in this programme, it is in the interest of the GLA, its partners and Londoners themselves to ensure that completions come forward as soon as possible. The GLA's delivery partners continue to experience challenges to delivery due to cost increases linked to inflation, borrowing, building safety and partner financial risk capacity, hence an Amber RAG. However, Q1 2026 - 2027 delivery in comparison with Q1 25-26, demonstrates that partners are mobilising their schemes in advance of the AHP 21 - 26 programme close out.
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	Officers continue to engage investors, developers and providers on the Mayor's plans for Key Worker Living Rent (KWLR) homes, and are assessing bids to the Mayor's London Social and Affordable Homes Programme (LSAHP) 2026-36 for funding to support them with developing these homes. KWLR's inclusion in the draft London Plan as a preferred affordable tenure may help secure homes as part of affordable housing contributions. However, there does remain some uncertainty on providers' appetite to deliver homes and capacity to fund them through LSAHP.
3.1 Leverage GLA Group land holdings and joint venture interests to deliver high levels of affordable housing	G	G	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	A	Q1 activity saw the launch and assessment of bids for the City Hall Developer Investment Fund. The Land Fund element remains Amber due to ongoing exposure to market-driven viability pressures and uncertainties around bringing strategic land sites forward at pace.

1A. PERFORMANCE
BUILDING MORE HOMES

Project	Q4 2025-26	Q1 2026-27	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 Mission Board met in February 2026 to review how the New Homes Accelerator London (NHA LDN) delivery toolkit is being deployed to unblock stalled schemes and accelerate starts on site. When it reconvenes in September 2026, the Board will concentrate on delivery performance, interrogating the specific barriers slowing schemes and agreeing targeted interventions to reduce them. It will also scrutinise housing supply indicators to assess delivery momentum, with London Councils providing insight on how institutional investors can strengthen and scale delivery capacity.

1B. FINANCIAL SUMMARY
BUILDING MORE HOMES

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	6.5	7.0	2.6	-4.4
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Building more homes programme is showing a full year underspend of £4.4 million as most of the Integrated Settlement revenue funding received for the City Hall Developer Investment Fund is likely to be spent in future years to fund staff, consultant, legal and other revenue costs. This revenue funding may also be used for minimum revenue provisioning for a financial transactions funding programme. This underspend will be a contribution to reserves at year and carried forward for use in 2027-28.

Homes for London's Collaboration project is forecasting a £0.1 million underspend on staffing as these costs are to be funded by GLA Group Collaboration Board.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	2,343.7	2,356.4	2,356.4	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The 2021-26 Affordable Homes Programme (AHP) had a good start with a relatively high level of spend, £120 million, which exceeded the year-to-date budget by 7%. This level of spend is expected to be maintained to achieve the 2021-26 AHP start-on-site target, which was extended to September 2026. The 2016-23 AHP exceeded the budget by £0.7 million. The 2026-36 AHP is the new affordable housing programme, which commenced in April 2026. Negotiations on the programmes' allocations are in progress with the Ministry of Housing, Communities and Local Government (MHCLG). The programmes budgets are expected to be revised after negotiations and agreeing spend profile with MHCLG.

The Specialist Housing and Services programme budget increased by 19% net. The Care and Support budget decreased by 34% to £4 million, which resulted from a review of the 2026-27 programme milestones. The Community Led Housing budget increased by 5% to £3.9 million. The programmes spend-to-date were on target.

Investment and operations have a new programme, the City Hall Development Investment Fund programme, which has a budget of £44.6 million. This programme is in the process of assessing applicants, then the detailed due diligence and contracting will commence. Drawdown on this fund is expected in Quarter 4. There is a risk that this budget will not be fully spent in the current financial year.

2. IMPROVING LONDON'S HOUSING STOCK

2. IMPROVING LONDON'S HOUSING STOCK

SRO - PHIL GRAHAM
EXECUTIVE DIRECTOR, GOOD GROWTH

Programme Performance Summary

The publication of London's Local Remediation Acceleration Plan (LRAP) on 5 June 2026 marked the most significant milestone of the quarter. Developed in partnership with the Ministry of Housing, Communities and Local Government, the Building Safety Regulator, London Fire Brigade, Homes England and London Councils, the LRAP provides a single, funded framework for accelerating the remediation of unsafe buildings across the capital. Government has committed to multi-year funding, including full funding for 2026-27, providing certainty to pursue the 2029 target. The Joint Remediation Partnership Board, co-chaired by the Minister for Building Safety, Fire and Democracy and the Deputy Mayor for Housing and Residential Development, now oversees implementation. In terms of direct delivery, the GLA was able to unlock £24 million of building safety funding in Q1, secured 16 Building Safety Regulator approvals and five new starts on site, with six of the 29 forecast completions for 2026-27 achieved in the quarter.

The main tenancy reforms of the Renters' Rights Act came into force on 1 May 2026, delivering stronger protections against unfair eviction and rent increases for London's private renters. A publicity campaign ran across the Transport for London network throughout Q1, and the GLA supported boroughs through its Private Rented Sector Partnership to understand their new responsibilities and prepare for implementation, including an in-person event in April. Following the passage of the Bill, the GLA's digital private renting tools have been updated to reflect new offences, and progress is being made to secure funding for a Renters' Rights Enforcement Fund. The GLA is also engaging with government to ensure subsequent phases of the Act — including the Private Rented Sector Database and Ombudsman — meet the needs of renters and local authorities.

In relation to buildings retrofit, the GLA's allocation of £58.7 million for social housing retrofit through the Integrated Settlement was formally approved in June, with full payment expected in early July – mobilisation is now underway to enable delivery. For Warm Homes: Local Grant (WHLG), Q1 delivery was slow to start but is picking up, with targets expected to be met before the incumbent supplier's contract ends in August. Resident drop-out rates are lower than at the same point last year, reflecting improved communications.

Challenges remain. Building Safety Regulator approval delays continue to constrain remediation progress and the project remains Amber. The future of London Power remains uncertain, with discussions underway with Octopus on a potential new contract beyond August 2027, but options also being explored to repurpose the brand around fuel poverty and community energy. There have been delays to the procurement of contractors for Warm Homes: Local Grant but this has been mitigated by increasing the incumbent's delivery volume, and the risk is moving in a positive direction. Contracts are expected to be finalised in July 2026, with services launching in September.

Looking ahead, Q2 priorities include progressing LRAP implementation, mobilising Integrated Settlement funding, completing Local Grant contractor procurement, advancing the Renters' Rights Enforcement Fund, and determining the future of the London Power brand.

2A. PERFORMANCE
IMPROVING LONDON'S HOUSING STOCK

Project	Q4 2025-26	Q1 2026-27	Overview
1.1 Delivering high-rise cladding remediation projects	A	A	The GLA continue to deliver the Building Safety Fund and Aluminum Composite Material (ACM) Remediation funds in London on behalf of the Ministry of Housing Communities and Local Government (MHCLG). 29 projects are forecast to achieve practical completion in 2026-27 across these funds. This is subject to known risks associated with large remediation construction projects including the constraints of project variations, Building Safety Regulator approvals, and the fulfilment of funding approval decisions by MHCLG to enable grant payments. 6 of the 29 forecast completions were achieved in Q1. Amber RAG reflects the uncertainty of 2029 targets being met.
1.2 Taking action on wider building safety issues, including convening partners to deliver a Local Remediation Acceleration Plan for London	A	G	The GLA published the Local Remediation Acceleration Plan (LRAP) for London on 5 June, which moves this project from Amber to Green. The Joint Remediation Partnership Board (co-chaired by the Minister for Building Safety, and the Deputy Mayor for Housing and Residential Development) will continue to oversee the ongoing implementation of LRAP commitments. This includes collaborative working with London's remediation partners (MHCLG, the Building Safety Regulator, Homes England, the London Fire Brigade, London Councils, regulators, and boroughs) to meet the government's ambitious remediation targets.
2.1 Enabling effective licensing and enforcement	G	G	Significant parts of the Renters' Rights Act came into force on 1 May 2026. We have been supporting boroughs to understand their new responsibilities and prepare for implementation through our PRS Partnership, including through an in-person collaboration event in April. The Mayor's digital private renting tools and checkers have been updated to include new Renters' Rights Act offences and to promote the new legislation to renters. Resource is now in place to progress the Selective Licensing work.
2.2 Improving security and stability for private renters	G	G	A series of posters informing Londoners about the incoming Renters' Rights Act were displayed across the TfL network in Q1. Work is progressing well on the remit and funding requirements for the Renters' Rights Enforcement Fund, which will fund renters' organisations to provide advice and guidance to renters, in collaboration with relevant teams across the GLA. Engagement continues with MHCLG and other stakeholders to inform implementation of the Act.
3.1 Establishing (with London Councils) and clienting Warmer Homes London	G	G	In Q1, the 2026-27 Warmer Homes London (WHL) business plan was approved. This includes lessons learned from year 1 delivery of the two capital programmes (the Warm Homes programmes: Social Housing Fund and Local Grant). WHL governance is developing to reflect the maturing partnership and ensure robust assurance processes are in place alongside efficient decision-making. Work to establish the roles and responsibilities for WHL in delivering the new retrofit funding received through the Integrated Settlement is underway.

2A. PERFORMANCE
IMPROVING LONDON'S HOUSING STOCK

Project	Q4 2025-26	Q1 2026-27	Overview
3.2 Delivering domestic retrofit improvements funded through Warm Homes Local Grant (WHLG)	G	G	Delivery was slow to start in early Q1, however pace is picking up and delivery targets for the end of the contract with the incumbent installer (August 2026) are expected to be achieved as the pipeline is strong. Resident drop outs are lower than the same point last year, which is likely due to improved communications with residents. Transition to a multi-contractor model is progressing, despite delays to procurement, alongside mobilisation of Clerk of Works and the Digital Platform to strengthen quality and resident experience.
3.3 Providing fair-priced green energy and enabling decarbonisation through London Power	A	A	In Q1, London Power continued to provide an offer for Londoners, with the GLA actively managing delivery performance and its relationship with Octopus Energy. Customer numbers remain at around 4,700. Work is underway to determine the future use of the London Power brand beyond August 2027, when the current contract ends. The project is rated Amber due to uncertainty around post-2027 delivery arrangements and the pace at which future options are being developed.

2B. FINANCIAL SUMMARY
IMPROVING LONDON'S HOUSING STOCK

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	6.4	6.4	6.4	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Improving London's housing stock programme is expected to be as budgeted at year end. The building safety project is currently forecast as £0.1 million less expenditure and income due to updating the legal and consultancy forecast spend so it is in line with delivery expectations.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	263.8	222.7	222.7	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The ACM Cladding Remediation Fund programme budget reduced by 30%, to £12.3 million. The reduction in the budget, was the result of an analysis and review of the project's scope and the cost to complete.

The Private Sector Cladding programme budget increased by 60% to £19.5 million. The increase in the budget resulted from increased applications due to the unblocking of stalled applications, following improvements in communications within the applications and the delivery processes.

The Building Safety Fund (non-ACM Cladding) budget reduced by 52% to £113 million. The reduction in the budget was due to a considerable proportion of the portfolio moving to the Homes England Cladding Safety Scheme (CSS).

3. MAKING BEST USE OF LAND

3. MAKING BEST USE OF LAND

SRO - LUCINDA TURNER
ASSISTANT DIRECTOR, PLANNING AND REGENERATION

Programme Performance Summary

The Making Best Use of Land programme continues to act as a catalyst for joint working across GLA Good Growth, GLA Housing and Land, and TfL, strengthening collaboration and alignment around London's housing and growth priorities. Governance remains well established through the joint programme board and officer working group, providing effective oversight and coordinated delivery across the portfolio. Following local elections, the programme has maintained strong engagement with borough partners while responding to changes in local political contexts where required.
The programme comprises 19 interrelated projects spanning policy development, evidence gathering, service mobilisation and delivery planning. During Q1, greater certainty has emerged across a number of workstreams, supported by the Making Best Use of Land delivery plan as an overarching framework. Significant progress has been made towards publication of the draft London Plan, alongside continuing discussions with the government on funding, infrastructure investment and delivery mechanisms. Key delivery services are now fully operational and providing direct support to priority sites across the capital.

Key achievements during Q1 include:

- significant progress towards publication of the draft London Plan, with key evidence, policy development and consultation preparation advanced
- Strategic Housing Land Availability Assessment (SHLAA), Strategic Housing Market Assessment Analysis (SMAA), Opportunity Area policies and the Sustainable Access Measure (SAM) completed and ready for consultation
- ATLAS London and the New Homes Accelerator fully mobilised, supporting priority sites representing around 23,000 homes
- continued advancement of Thamesmead, Beckton Riverside, New Town proposals and work to identify additional housing capacity
- progress on Mayoral Development Orders (MDOs), supported by the Ministry of Housing, Communties and Local Government (MHCLG) funding and the English Devolution Act
- small sites delivery accelerated, the Site Release Grant Programme launched and a London-wide Small Site Design Code progressing
- design quality strengthened through deployment of Mayor's Design Advocates, Town Architect pilot evaluation and development of the Design and Place Review process

Several interconnected risks continue to require active management. Funding and investment certainty remains critical, particularly for major infrastructure, growth area and housing delivery programmes that depend on future Government and partner investment. Capacity constraints persist across boroughs, public sector partners and the development industry, notwithstanding targeted support through ATLAS London, grant funding and digital improvements. The evolving national planning and legislative environment continues to create uncertainty for London Plan preparation and implementation, although regular engagement with MHCLG and evidence-led policy development are helping to mitigate impacts. Finally, following changes in political leadership as a result of the 2026 London local elections, there is continued engagement with boroughs and partners to maintain momentum and support delivery.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q4 2025-26	Q1 2026-27	Project overview
1.1 Land pipeline and stalled sites	G	G	Strong progress has been made in launching and mobilising New Homes Accelerator London (NHA LDN) and ATLAS LDN. Both services work collaboratively and are central to prioritising key stalled sites across both directorates whilst providing coordinated support to address planning, housing and delivery barriers. ATLAS LDN has recruited a team of experienced planners / other specialists and is already supporting priority sites representing approximately 23,000 homes across London, alongside specialist support on major planning applications and advice relating to the DLR extension. NHA LDN has unblocked issues on 2 adopted sites, accelerating the completion of 707 homes by summer 2029. NHA LDN is supporting 5 additional sites, with the potential to complete around 2,000 homes by summer 2029, and identified a pre-approved pipeline of 25 additional sites for potential intervention, which could deliver 10,000 homes by summer 2029.
1.2 Area planning and place-based frameworks	G	G	Good progress has been made in Q1 on the Opportunity Area (OA) review to support London Plan preparation and implementation. The London Plan policy approach for Opportunity Areas was finalised, informed by ongoing spatial analysis, mapping and engagement with boroughs. Pen portraits for each OA continue to support discussion and feedback on future growth opportunities. Good progress has also been made on the Ilford Opportunity Area Planning Framework (OAPF), with a draft framework prepared and shared with project partners for review. A spatial vision and package of interventions have been developed collaboratively with the London Borough of Redbridge and TfL, alongside work on a delivery strategy covering governance, funding mechanisms and catalytic projects. Preparation for public consultation is underway, although consultation has moved to early autumn due to borough sign-off processes and resource constraints. Progress has also been made on wider planning reform, with the English Devolution Act receiving Royal Assent during the quarter.
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. 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 2025-26	Q1 2026-27	Project overview
1.5 Targeted transport investment	G	G	Strong progress has been made in Q1 in aligning transport investment with housing delivery and regeneration. A key milestone was the receipt of a letter from the Secretary of State confirming the government's funding commitment to the DLR extension, providing increased certainty for delivery and the associated housing and growth benefits. Work is also progressing towards the Outline Business Case for the Great Northern Inners programme, due in August 2026. TfL has secured initial Sustainable Housing and Accessibility Fund (SHAF) allocations through to the end of the current TfL Business Plan period, while a series of Developer Investment Fund Fund bids have been submitted to support future investment opportunities. Together, these activities are strengthening the alignment of transport and development investment, helping to unlock housing growth and support regeneration across London.
1.6 Ongoing delivery of GLA statutory planning service	A	A	The GLA continued to deliver its statutory planning functions in Q1, embedding the Mayor's priorities for housing and economic growth through Development Management, viability assessment and Local Plan engagement. Delivery volumes remained high, and performance was mixed, with some casework timelines affected by recruitment delays and sustained pressure from a high number of call-in cases. Mitigations are in place, including tighter casework prioritisation, strengthened pre-application management, and clearer Local Plan engagement to support more efficient processing. Post-election changes may influence decision-making timelines and increase demand for Mayoral intervention, while the legal challenge to the Emergency Measures Planning package adds further uncertainty that continues to be monitored. Government confirmation that the Mayor can utilise Planning Performance Agreements and pre-application fees provides a new route to strengthen resourcing, and once additional capacity is in place, overall performance is expected to strengthen.
2.1 Delivery of the next London Plan	A	G	Good progress has been made in Q1 on preparation of the next London Plan, with significant work undertaken towards publication of the draft Plan. The project has focused on finalising the evidence base, progressing policy development, and continuing Integrated Impact Assessment (IIA) work to ensure a robust foundation for consultation. Extensive engagement with the Mayor's Office has supported the refinement of key policy directions and priorities, while preparations for public consultation are now well underway. This builds on the 'Towards a New London Plan' consultation and ongoing stakeholder engagement across London. As a result of this continued progress, the project has moved from an Amber rating to Green.
2.2 Identifying capacity and housing needs	A	G	Solid progress has been made in Q1 in developing London's evidence base on housing capacity and need. The Strategic Housing Land Availability Assessment (SHLAA) and Strategic Housing Market Assessment Analysis (SMAA) have now been finalised and are ready for publication alongside the draft London Plan consultation. As a result, the project has moved from an Amber rating to Green.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q4 2025-26	Q1 2026-27	Project overview
2.3 Integrating transport and land use planning	G	G	Good progress has been made in Q1 in strengthening the integration of transport and land use planning across London. GLA and TfL teams have continued to work closely to improve understanding of the transport infrastructure required to support growth, while identifying opportunities to secure transport benefits through the planning system. A key outcome has been the completion of a new approach to assessing strategic public transport connectivity, including the Strategic Connectivity Study and Sustainable Access Measure (SAM). SAM has now been integrated into the draft London Plan and the emerging approach to optimising development densities. Supporting evidence and methodology have been finalised and will be published as part of the forthcoming London Plan consultation, providing greater transparency and consistency in how transport accessibility and growth potential are assessed across London.
3.1 Developing Beckton / Thamesmead	G	G	Significant progress has continued in Q1 on unlocking the long-term development potential of Thamesmead and Beckton Riverside. At Thamesmead, work has focused on developing the planning strategy, assessing long-term investment requirements and exploring delivery vehicle options with partners to support the area's growth ambitions. The project continues to await the government's formal response to the New Towns process. At Beckton Riverside, preparations are underway for a masterplanning session, while the Mayor's call-in of Berkeley's planning application has created an opportunity to ensure development proposals align with wider strategic objectives for the area. Together, this work is helping to establish the foundations for coordinated, large-scale growth and regeneration in east London.
3.2 Identifying further transport schemes	G	G	Positive progress has been made in Q1 in identifying and advancing the transport interventions required to support housing delivery and growth across London. A comprehensive list of transport schemes needed to unlock future development has been developed and will be published as part of the draft London Plan. Major projects continue to progress, with both the West London Orbital (WLO) and Bakerloo Line Extension (BLE) moving through key development gateways, and consultation on the WLO expected to commence in September. TfL has also established a dedicated investment sub-portfolio to consider new transport interventions required to support the emerging London Plan, including schemes associated with potential future growth locations and strategic land release opportunities.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q4 2025-26	Q1 2026-27	Project overview
3.3 Optimised delivery on small sites	G	G	Good progress has been made in Q1 on advancing small sites delivery across London through the Small Sites Delivery Plan (SSDP), the Small Sites Small Builders (SSSB) programme and the development of a London-wide Small Site Design Code. Since the start of the current Mayoral term, the programme has helped unlock 21 sites for delivery and has established a strong pipeline of further opportunities expected to come forward over the next six months. Working with RCKa, the GLA has also begun work to strengthen the longer-term pipeline of projects. The Site Release Grant Programme has launched and is attracting interest from London boroughs to bring forward additional sites. Progress has also been made on the Small Site Design Code, with a draft now prepared and work underway to finalise proposals ahead of consultation alongside the draft London Plan. These programmes continue to support small and medium enterprise (SME) builders, diversify housing supply and create the conditions for more consistent delivery on small sites.
3.4 New place-based delivery mechanisms and tools	G	G	This project continues to explore a range of place-based delivery tools, including Mayoral Development Corporations (MDCs), Mayoral Development Orders (MDOs) and other delivery models, to increase the scale, pace and coordination of development in key growth areas. Early work has focused on testing different approaches and identifying where these mechanisms can be most effectively applied, with good progress made during the quarter. In particular, work on MDOs has advanced significantly. A Memorandum of Understanding with the Ministry of Housing, Communities and Local Government (MHCLG) has secured funding to support the legal and technical preparation of MDOs, while a draft evidence report has been received from Quod to inform future options and implementation. Initial legal advice has also been received, and planning and technical consultants are in place to take this work forward. The English Devolution Act received Royal Assent this quarter, and MHCLG has confirmed its commitment to publish MDO regulations by the end of the year, providing greater certainty on the legislative framework for their future use in London.
3.5 Maximising other brownfield opportunities	G	G	Progress has been made in assessing additional sources of housing supply and identifying new opportunities to support increased delivery beyond the current London Plan, including industrial land release, suburban intensification and other brownfield-led approaches. The outcomes of these workstreams have now been incorporated into the assessment of London's overall housing capacity and will form part of the policy framework within the draft London Plan. This work is strengthening the evidence base for intensification in sustainable locations and informing a more strategic approach to land use. It also complements emerging small sites proposals, including the development of a design code framework to support higher-quality, context-sensitive growth. Engagement with the Mayor's Office has continued to shape the emerging policy approach and support alignment with wider priorities. While risks remain, including uncertainty relating to the evolving National Planning Policy Framework and local political factors, these are being actively managed as work progresses towards London Plan consultation.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q4 2025-26	Q1 2026-27	Project overview
3.6 Major housing sites outside currently urbanised areas	G	G	Progress has continued in Q1 on identifying and assessing major new housing opportunities beyond London's existing urban footprint. Alongside ongoing work to support the Thamesmead and Enfield New Town proposals, the Sustainable Locations for Additional Capacity study is progressing well, with the draft Stage 3 report expected shortly. The study includes a London-wide assessment of growth opportunities and more detailed analysis, supported by engagement with boroughs, landowners and developers. While some risks remain, including uncertainty around the government's New Towns programme and local political support, strong partnership working and programme management are helping to maintain momentum and inform the emerging London Plan evidence base.
3.7 Major commercial, mixed use and gateway schemes	A	A	Progress has been made in Q1 in advancing major commercial and mixed-use opportunities at key transport hubs, including Euston, Victoria, Waterloo and Stratford. Engagement with TfL, Network Rail and borough partners continues to support the development of potential growth and regeneration opportunities. A key milestone during the quarter was the submission of the Strategic Outline Business Case for long-term enhancements at Stratford station in May, providing a stronger evidence base for future investment and capacity improvements. While work is continuing to define the scope, benefits and delivery approach for these opportunities, the project remains rated Amber as proposals are still at an early stage of development. Focus is now shifting towards building a coordinated case for investment across the GLA Group, supported by the Growth Area Coordination Panel, to help establish priorities and pathways towards delivery.
4.1 Embedding good design	G	G	Design advice continues to support high-quality outcomes across priority projects across the GLA Group. The new cohort of Mayor's Design Advocates (MDAs) are now fully onboarded and being actively deployed, with a successful MDA meet-up and briefing event held to strengthen engagement, provide programme updates and support knowledge sharing across the network. Evaluation of the Town Architect pilot is underway, assessing outcomes and lessons learned to inform the case for future investment and programme expansion. The Network of Expertise in Design Delivery (NEDD) is finalising the Design and Place Review process for adoption across all GLA Group delivery units, helping to embed a more consistent approach to design quality and review. Work on the reprocurement of the Architecture and Urbanism (A+U) Framework is gathering pace, with preparations advancing ahead of the tender process due to commence in Q2; however, procurement resourcing remains an ongoing risk to timely delivery and project milestones.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q4 2025-26	Q1 2026-27	Project overview
5.1 Strengthening and supporting borough planning capacity	A	A	ATLAS LDN is rapidly becoming a key delivery convenor across London, working with NHA LDN to unblock priority sites and tackle planning, housing and delivery barriers. The service has moved quickly from launch to active delivery, with support from MHCLG and No.10, and early outcomes shared with central government. Delivery support is now progressing across priority projects totalling c.23,000 homes, alongside sustained engagement with the development sector and London's planning authorities through UK Real Estate Investment and Infrastructure Forum (UKREiiF), Association of London Borough Planning Officers (ALBPO), Planning Advisory Service (PAS) and borough 1:1s. A longer-term funding plan is being developed, supported by a three-year £4.5m pa settlement (c.£18.5m total). Demand continues to grow, creating capacity pressure and the need for additional roles to maintain delivery momentum. The project is rated Amber due to this rising demand, evolving scope and uncertainty around longer-term resourcing and programme sustainability.
5.2 Digital and data improvements	G	G	Further progress has been made in Q1 to strengthen digital and data capabilities supporting planning and delivery across London. The first-round review of LAND4LDN has been completed, with boroughs continuing to engage with and update key datasets, while wider data and digitalisation programme activity remains on track for launch later this year. The Planning London Datahub website is now fully operational, providing publicly accessible planning data with nightly updates. Work is progressing on a broader digitalisation and engagement strategy, developed in collaboration with London Councils, to set clear priorities for the next 12–24 months. The ATLAS Digital and Data Resource has successfully completed testing with ATLAS LDN and NHA LDN Teams and is ready for launch, while development of enhanced starts and completions monitoring is underway to further strengthen evidence, performance monitoring and planning decision-making across London.

3B. FINANCIAL SUMMARY
MAKING BEST USE OF LAND

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	3.9	4.1	4.1	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Making best use of land programme is expected to be as budgeted at year-end. A forecast update is that £2.3 million of expenditure and income is expected by year-end on the New Homes Accelerator London project, to be funded by the Ministry of Housing, Communities and Local Government (MHCLG).

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	1.5	0.4	0.4	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The North Woolwich Road (NWR) project budget was reduced to £0.4 million, from the original budget of £1.5 million. The main part of the NWR project completed in 2025-26. The revised budget will cover the remaining works to complete the project, which includes the cost for the Deed of Variation and starts on phase 6 of the project.

4. REDUCING NON-RESIDENTIAL EMISSIONS

4. REDUCING NON-RESIDENTIAL EMISSIONS

SRO - MEGAN LIFE
ASSISTANT DIRECTOR, ENVIRONMENT AND ENERGY

Programme Performance Summary

The Reducing Non-Residential Emissions (RNRE) programme is performing well overall, with most projects rated Green.

The Mayor's Greener Schools pilot formally closed in Q1, with 41 schools successfully retrofitted with measures such as solar, batteries, and LEDs. The pilot has reduced fuel bills for schools, freeing up more money for core education purposes, as well as raising awareness of climate change amongst pupils.

The aims of the Greener Schools pilot are now being taken forward through a new round of the Mayor's London Community Energy Fund (LCEF), which will now include an explicit focus on supporting schools for the first time. The latest round of LCEF is offering £1.3m for projects, the most offered in any round of LCEF, demonstrating the Mayor's commitment to a community-owned energy transition.

Progress has been made in supporting a pipeline of decarbonisation projects across London. The Zero Carbon Accelerator has been extended with another £5m of City Hall investment, extending the vital support available to our public sector partners for another two years. The Climate Finance Taskforce has also shared its recommendations with the GLA, with officers now working to consider next steps.

A highlight of Q1 was London Climate Action Week (LCAW). Taking place in a record-breaking heat wave, the Mayor launched Heat Ready London: a call to action from City Hall, providing a framework for action to our delivery partners. During LCAW, the Mayor, the Deputy Mayor for Environment and Energy and GLA officers attended a range of events to showcase London's work to decarbonise and adapt our city, and learn from others.

The Reducing Non-Residential Emissions programme continues to make solid delivery progress, successfully managing risks linked to potential changes in planning powers and partner capacity. Momentum is building around London's Efficient and Decentralised Generation of Energy (EDGE) deal, and while take-up is currently lower than expected, active work is underway to strengthen engagement and shape next-step options.

4A. PERFORMANCE
REDUCING NON-RESIDENTIAL EMISSIONS

Project	Q4 2025-26	Q1 2026-27	Project overview
1.1 Delivering the Greener Schools initiative	G	CG	The project completed in Q1 with a final total of 41 schools receiving funding to install energy-saving measures. Across the project, 30 schools installed solar energy systems and 11 schools installed LED lighting, with additional measures such as insulation and battery storage also delivered. All project objectives were met, with installations completed as planned and expected energy-efficiency benefits secured. With delivery now concluded, the focus shifts to ongoing monitoring to ensure schools realise the full value of the improvements and to support future project design.
1.2 Ensuring London's planning policies support a transition to a zero-carbon economy while delivering housing and economic growth	A	G	The consultation draft of the new London Plan has now been published, setting out updated policies to support a transition to a zero-carbon economy while sustaining housing delivery and economic growth.
2.1 Delivering another round of the London Community Energy Fund	G	G	Through Round 8 of the London Community Energy Fund (LCEF 8), 28 projects are now being funded and are in delivery, progressing feasibility work, securing permissions and moving toward installation of community-led energy measures. These projects are helping build local capacity and demonstrate viable models for scaling community energy across London. On 1 July 2026, Round 9 (LCEF 9) launches, providing up to £1.3m for feasibility, delivery and development costs. LCEF 9 includes a strong schools-focus, taking forward learning from the Greener Schools initiative to accelerate energy improvements across education settings.
2.2 Supporting the GLA Group to consume and generate clean power	G	A	TfL's private wire programme to deliver up to 65GWh of renewable electricity, agreed in March 2026, has now progressed into its next phase. TfL is also finalising its strategies for future PPA tranches. All GLA Group PPA final business cases have now been issued. While decisions on whether to proceed to procurement were originally expected in Q1 2026-27, these are now anticipated to take place in Q2 2026-27. This delay creates a risk to planned procurement timelines, resulting in an overall Amber rating.
3.1 Driving a pipeline of viable and investible decarbonisation projects	G	G	The Zero Carbon Accelerator (ZCA) has continued to deliver at pace throughout Q1. Through call-off contract 1, ZCA 1.0 is supporting or has supported a total of 56 support packages, with four more in development. These support packages will enable delivery of decarbonisation projects with a combined capital value of over £420 million across London. These decarbonisation projects are expected to generate substantial savings for public sector organisations and are expected to save over 600,000 tonnes of CO2 over their lifetime, and around 24,000 tonnes annually by 2030. A second call-off contract will go live in autumn 2026 (ZCA 2.0) and will support more organisations to deliver decarbonisation projects.

4A. PERFORMANCE
REDUCING NON-RESIDENTIAL EMISSIONS

Project	Q4 2025-26	Q1 2026-27	Project overview
3.2 Financing projects through the Mayor's London Climate Finance Facility	A	G	The London EDGE Fund Investment Committee discussed the Fund's first proposed deal in June, with conclusion expected in early Q2, and the Fund is actively pursuing additional opportunities. The Green Finance Fund (GFF) continues to progress projects from Expressions of Interest into full applications for low-cost loans, with allocations advancing as planned, and the 2025–26 Annual Allocation and Impact Report is being drafted for external assessment ahead of publication in August. The project has moved from Amber to Green as key delivery risks have reduced: the first EDGE deal is now moving toward completion, the wider pipeline is strengthening, and operational processes across both funds have matured, providing greater confidence in delivery trajectory and project stability.
3.3 Developing a new strategy for enabling London to access green finance at scale	G	G	The Mayor's Climate Finance Taskforce met for the third and final time in April. The Taskforce's findings have been shared with the GLA for consideration. This will inform London's approach to green finance.
4.1 Support London's waste authorities, citizens, and businesses to reduce waste, reduce carbon emissions and increase circularity	G	G	Evidence to support the redrafting of the Waste and Circular Economy (CE) policies within the new London Plan has been completed and CE evidence has been published. The Deputy Mayor for Environment and Energy continues to chair ReLondon Board. The GLA is supporting the recruitment process for a new CEO of ReLondon.
5.1 Maintaining London's role in climate leadership	G	G	This project continues to progress in supporting and strengthening London's climate partnerships and leadership. Resources are being put in place to sustain partnership activity, with new London Climate and Sustainability Commission (LCSC) Commissioners now in place and commencing their workplan. London Climate Action Week hosted over 1300 events and was the biggest one yet. The Mayor continues to provide climate leadership as co-chair of C40 Cities.
5.2 Ensuring the GLA Group is leading by example	G	G	The GLA Group continues to demonstrate best practice. The Climate Budget has begun to be prepared ahead of budget-setting for 27-28. To date, 479 GLA staff (31 per cent) have been trained as part of the Climate Literacy work, and a further 12 staff from the wider GLA Group have also been trained. The climate and equalities tool is continuing to be promoted to teams across the organisation to support them to embed climate and equalities actions in their projects.

4B. FINANCIAL SUMMARY
REDUCING NON-RESIDENTIAL EMISSIONS

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	6.2	9.4	9.4	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Reducing non-residential emissions programme is expected to be as budgeted at year end. £3.6 million of this budget is for staffing.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	25.7	26.0	37.8	11.8
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

Green Finance is forecasting £11.8 million overspend at year end. This is mainly from a newly approved loan to Brent Council under the Green Finance Fund. It is proposed that budget will be reprofiled from 2027-28 to 2026-27 for this overspend.

The greener schools project will be fully spent at year end as the £0.3 million budget is a carry forward from the prior financial year and is due to some schools experiencing delays from cyber-attacks, planning issues and procurement delays, which have delayed works.

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

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

SRO - TIM STEER
EXECUTIVE DIRECTOR, HOUSING AND LAND

Programme Performance Summary

The Accommodation and Wider Support for Those Who Need It Most programme has progressed well in Q1 2026-27.

Work to prevent rough sleeping wherever possible continues, with the GLA securing local approval to move forward with its fifth Ending Homelessness hub. Our Homes of the Streets programme continues to make good progress, and design work is well underway to support the launch of capital funding by the end of this financial year. Our Domestic Abuse Safe Accommodation commissioning programmes are progressing well, with our By & For programme starting service delivery this quarter, and both our Transition Fund and Open Framework programmes launching this quarter as well. Our Housing Moves programme continues to support vulnerable people to move into new homes. Our Ending Homelessness Accelerator Programme has seen significant progress this quarter, with initial funding allocations being made, and the development of governance arrangements which will be vital for sub-regional working.

With regards to our work on immigration and integration support, I am delighted that we are close to agreeing a grant settlement with central government, which will allow us to provide funding for those communities supported by the government's humanitarian schemes. Work continues on building London's immigration advice capacity, where we are working with a range of organisations to improve access to information and advice for migrant Londoners.

The Accommodation and Wider Support for Those Who Need It Most programme does, however, continue to face challenges. Levels of rough sleeping in London remains high. Policy changes at a national level are affecting our ability to support migrants at a time of need; immigration law changes are constraining our ability to offer advice during a time of heightened need, and we are seeing increased numbers of new refugees on the streets as move-on options become more limited.

However, despite these challenges, and others like them, our ability to work effectively in partnership, with central and local government and the voluntary sector, and our ability to use our devolved funding flexibly and strategically, positions the programme well on its way to deliver its goals.

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

Project	Q4 2025-26	Q1 2026-27	Project overview
1.1 Prevent rough sleeping wherever possible	G	A	Approval was confirmed in Q1 for the GLA to progress the proposed Ending Homelessness Hub site, and a suitable staging post has now been identified. Delivery is advancing; however, revised timelines mean the opening date is now likely to move toward summer 2027, creating a risk of delay. Mitigations are being explored to shorten timeframes where possible and maintain momentum. Work is also underway to transition from No Second Night Out to the new Ending Homelessness Hubs model from 1 April 2027, embedding learning from the Rough Sleeping Prevention pilot and strengthening the prevention focus in new contracts. The project is rated Amber due to these timeline risks and the complexity of transitioning to the new hub model while ensuring service continuity throughout the change.
1.2 Provide rapid, sustainable routes away from the streets for people who are sleeping rough	A	G	The Homes off the Streets (HOTS) programme and Single Homelessness Accommodation Programme (SHAP) continue to make good progress, although rough sleeping in London remains high. SHAP projects currently support a substantial number of people, and government confirmation of a three-year extension with additional funding provides stability and continuity for delivery. HOTS programme design work is well underway to support launch of the capital programme by Q4 2026–27, and recommissioning of wider support service contracts has begun, with delivery expected from 1 April 2027 following earlier delays linked to TfL procurement capacity. The project has moved from Amber to Green as key uncertainties have reduced: long-term SHAP funding is now secured, HOTS design activity is progressing to plan, and procurement-related risks have stabilised, giving greater confidence in delivery trajectory and programme readiness.
1.3 Domestic Abuse Safe Accommodation (DASA) programme	A	G	The commissioning programme continues to progress on track, with extensions to Lot 2 Call-Off contracts and continuation grants completed, securing service funding until March 2027. The By and For programme began delivery in April 2026, and the Transitions Fund launched in June 2026 to bridge funding for local authority services previously supported by DASA. The Open Framework also launched in June 2026, a month earlier than planned, and remains on schedule to make awards in autumn 2026. The project has moved from an Amber rating to Green as key milestones have been delivered on time, funding continuity has been secured, and commissioning activity is proceeding smoothly with no material risks to delivery.
1.4 Domestic Abuse Safe Accommodation Housing Programme (DASHAP)	G	G	The programme will continue to build on recent progress, with a strong focus on engagement and implementation through the development of three additional pipeline bids. Approved schemes will continue to be monitored as they move toward expected starts in 2026–27, ensuring delivery readiness and early identification of any emerging risks. The project is rated Green as activity is progressing to plan, pipeline development is strengthening, and no material issues are currently impacting delivery.

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

Project	Q4 2025-26	Q1 2026-27	Project overview
1.5 Housing Moves	G	G	Housing Moves continues to deliver for its two intended groups, with 17 moves achieved across the Domestic Abuse and Rough Sleeper pathways. Work continued to strengthen relationships with the G15. Meetings have now been held, and contribution targets set, with all G15 members, including those providers identified as delivering the lowest contributions.
2.1 Welcome and integration support – Hong Kong and Ukraine	G	G	We have recently received our grant agreement from the Ministry of Housing, Communities and Local Government for 2026-27 funding, providing funding for communities supported by MHCLG's humanitarian schemes, including people in the UK with a Hong Kong BN(O) visa, or on the Homes for Ukraine or Communities for Afghans schemes. We have completed scoping of our intended delivery model. Once the grant agreement and Assistant Director Decision agreeing receipt of income and expenditure are signed we will move into the delivery phase. Funding is for the financial year 2026-27 so targets will be based on projects delivering by the end of March 2027 and these will be updated in Q2 reporting. Projects have been designed on the basis that grants will be awarded in Q2 and delivery will take place in Q3-4.
2.2 Building immigration advice capacity	G	G	There are three core programmes that are seeking to drive improved access to information and advice for migrant Londoners: the Frontline Immigration Advice Programme is increasing the number of organisations able to give more complex advice; the Employment Rights Programme is increasing capacity in organisations working across the intersect of immigration and employment rights law to address a strategic gap; and the Migrant Londoners Hub is a London-facing platform with accessible information on rights and entitlements and signposting to support. All three are underway in Q1, with final reports due in Q3 and Q4 of 2026-27. Preparations are being made for continuation funding to avoid a gap in service delivery and building on the previous delivery year.
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 progress on track with established governance structures now in place. Key milestones in Q1 includes the implementation of phase one delivery plans and allocation of funding for specific initiatives, implementation of a shared outcomes framework for regional and sub-regional applications, and development of sub-regional governance and coordination.
3.2 Deliver the DASA strategy 2025-27 and DASA Partnership Board	G	G	The DASA strategy was completed in 2025 and has been published. Members of the DASA Partnership Board have been informed of the intention to restructure the board and refresh membership by April 2027. The refresh 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 interfaces with the Ending Homeless Accelerator Programme. Delivery planning continues, with the DASA Partnership Board next meeting in Q2 26-27, to include discussion of the remit of sub-regional coordinator roles.

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

Project	Q4 2025-26	Q1 2026-27	Project overview
3.3 Migration system leadership	G	G	The London Strategic Migration Partnerships (LSMP) continued to provide expertise, guidance and support to London boroughs and other partners to deliver for migrant Londoners and the wider community. The LSMP resettlement function also continued to provide operational support to enable the successful resettlement of refugees. Between 1 April 2026 and 30 June 2026, 13 households, comprising 5 individuals, were resettled in London through the Afghan resettlement programme and UKRS. This represents a slowdown, due to a reduction in the number of Afghans arriving in the UK, rather than the ability or willingness of London to respond. New draft LSMP objectives for the year have been created (to be agreed at the July 2026 LSMP Board) in consultation with partners, including one focussing on social cohesion challenges and their relationship to asylum accommodation. Work also continues towards objectives highly likely to carry forward, including a review on how a local government-led approach in the capital might deliver the next iteration of asylum accommodation and support contracts.

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

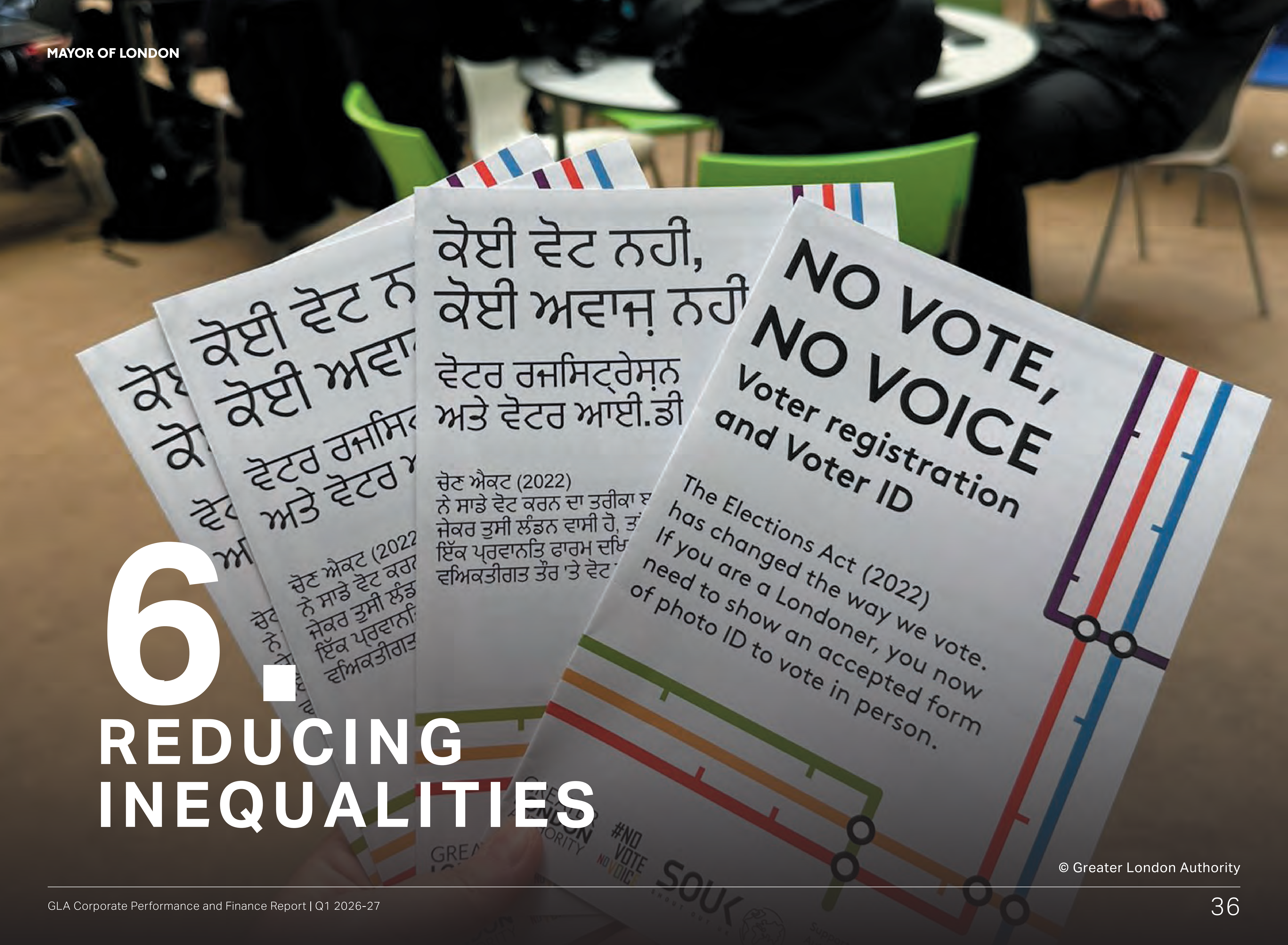
Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	27.4	29.3	21.6	-7.7
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Accommodation and wider support for those who need it most programme has a full year forecast underspend of £7.7 million as most of the Integrated Settlement revenue funding received for Supported Housing project is likely to be spent in future years rather than this financial year. This is as spending plans and allocation on this funding is being worked up therefore deliverables via grants and contracts are likely to materialise in future years.



6. REDUCING INEQUALITIES

6. REDUCING INEQUALITIES

SRO - TOM RAHILLY
ASSISTANT DIRECTOR, COMMUNITIES AND SOCIAL POLICY

Programme Performance Summary

The Reducing Inequalities programme continued to make good progress in Q1 2026-27, with activity advancing across health improvement, financial resilience, community wellbeing, inclusive growth and civic participation. Delivery remained strong overall, supported by effective partnership working and collaboration across London.

A major milestone was the launch of the Mayor-chaired London Health Improvement Board, providing strategic leadership to drive prevention, improve health outcomes and tackle inequalities. Progress was also made across key health priorities, including heart health, mental wellbeing, and the Health Mission, with successful delivery of public health initiatives, continued expansion of life-saving defibrillator coverage, and important developments in the Health Innovation Zone project and London Life Sciences Strategy.

Projects aimed at reducing poverty and strengthening community resilience continued to expand their reach and impact. The Family Financial Resilience Partnership increased its reach and is preparing for further expansion, while community-based projects strengthened relationships with local organisations and residents. Work also continued to support inclusive employment, civic participation and the development of the Mayor's action plan for disabled Londoners.

Some delivery risks remain, particularly where project delivery is dependent on external partners, evolving delivery models and capacity to respond to emerging priorities. Work to strengthen responses to financial hardship has progressed more slowly than planned, although key elements have continued to move forward. Changes to the delivery approach for both the collaborative funding model project and the Creative Health Alliance have required project adjustments, with resources being redirected to higher-priority activity and alternative delivery models being explored.

6A. PERFORMANCE
REDUCING INEQUALITIES

Project	Q4 2025-26	Q1 2026-27	Project overview
1.1 Engaging Londoners to shape GLA group programme and policy delivery	G	G	Ongoing engagement to inform Mayoral Equality Objectives - to be published later this year. Disability Action Plan, which was shaped with input from Deaf and disabled Londoners, being finalised during this period. Engagement with equalities groups to shape the Equality Objectives will be ongoing until autumn, to ensure that the Objectives meaningfully meet the priority of Londoners.
1.2 Embedding and promoting equality and equity	G	G	Internal guidance to teams on EqIAs and equality compliance has been issued, including EqIAs on rough sleeping and ensuring that teams are able to integrate any relevant changes that relate to the EHRC Code of Practice on gender.
1.3 Enabling Increasing trust and confidence in public services	A	CG	GLA involvement in the London Anti-Racism Collaboration for Health (LARCH) programme concluded at the end of Q4 2025–26, with the REMI self-assessment tool successfully transferred to the NHS. The tool is already proving valuable in supporting consistent, evidence-based assessment of service needs, ensuring the learning developed through LARCH continues to inform frontline practice and strengthen prevention approaches.
2.1 Working with London's communities	G	G	Ongoing engagement with London's communities continued in Q1, including several roundtables with most-marginalised in partnership with MOPAC.
2.2 Civic and democratic participation	G	G	Online and in-person delivery of the programme resumed after the May 2026 London local elections: • meetings were held with key statutory partners to update and coordinate on programme strategy for 2026-27 • enhancements were made to the GLA Democracy Hub based on user testing and went live in April 2026 • focus groups were held with young Londoners to inform asset creation for London Voter Registration Week and future engagement with these audiences
3.1 Loved and Wanted, Community Support and activity to support social cohesion	G	G	More than half of the Loved and Wanted (L&W) community spaces have now been visited, giving the project team strong insight into how centres are being used and how families are engaging with the programme. Communications are being used as a key lever to build visibility and momentum, with a thematic visit and comms plan in place for the Deputy Mayor for Communities and Social Justice to showcase impact and strengthen stakeholder support. The first peer-learning event for grantees took place in July 2026, creating space for shared practice and stronger collaboration across the network. The evaluation partner has completed the first survey, providing early evidence of how the spaces are supporting children and families. The Deputy Mayor also visited the launch of L&W at Rosetta Arts, reinforcing political backing and helping amplify the projects profile.
4.1 Working with national and local government to tackle poverty	G	G	The local welfare outcomes framework project is in a strong position following the completion of live testing. It is anticipated that helping boroughs to make use of the framework to inform how they use their Crisis and Resilience Fund allocations will form a part of the team's work programme in 2026-27 and onwards. Officers will continue to engage with officials in the Department for Work and Pensions, the Cabinet Office and the Ministry of Housing, Communities and Local Government to understand what plans ministers may have to support households struggling with renewed pressure on living costs, particularly as a result of the conflict in Iran.

6A. PERFORMANCE
REDUCING INEQUALITIES

Project	Q4 2025-26	Q1 2026-27	Project overview
4.2 Income maximisation and child poverty	A	G	In May 2026, reach increased from 68% across the programme to 77%, with pan-service provision increasing from 41% in April to 124% in June - a significant improvement. Otherwise, driving integration between funded advice provision and the broader range of local authority services available through the host Family Hubs remains a key focus. Communications for all four benefit take-up campaigns (Pension Credit, Attendance Allowance, Healthy Start, and disability benefits) are well underway following a pause during the pre-election period. The significant overall progress has moved the RAG rating from Amber to Green.
4.3 London Anchor Institutions' Network	G	G	All working groups have continued to meet, sharing practice to inform approaches to inclusive employment, responsible procurement, climate leadership and supporting young Londoners. Initiatives in delivery also continued, including a Supply Chain Mentoring programme for SMEs and levy transfer project to support Early Years apprenticeships.
5.1 Health and Care System Leadership	G	G	The inaugural meeting of London Health Improvement Board considered the developing London Health Improvement Plan which will guide its work in three priority areas: children and young people's health, mental health and heart health. The board also considered and supported proposals for helping accelerate London's approach to health innovation.
5.2 Health Mission and Health Innovation Zone	G	G	Although formal bid guidance from DHSC is still awaited, work to move the London Health Innovation Zone (HIZ) from agreement into implementation is progressing at pace. Following Steering Group sign-off of the operating model in May 2026 and publication of the London Life Sciences Strategy (LLSS) in June, the HIZ is now operating as the delivery mechanism for the LLSS. Workplans for delivery across the six pillars are in development and early implementation activity is underway. The Health Mission is also advancing, with the LOTI Theory of Change and four-walls exercise, alongside the DEMOS community insights report, all progressing well. Together with findings from the data workstream, these will shape delivery proposals for the Health Mission ahead of discussion and sign-off at the October Health Mission Board.
5.3 Health Inequalities Strategy Implementation plan	G	G	Proposal, proposal in development and project plan being developed for public progress report (due November 2026).
5.4 Mayor's Tests on NHS reconfiguration	G	G	Work has continued to apply the Mayor's Four Tests to the proposed reconfiguration of services at Mount Vernon Cancer Centre. Following submission of the Mayor's Phase 1 response, engagement with NHS partners has continued, including confirmation of indicative timelines for the next phase of decision-making and assessment. Preparatory work is now underway for Phase 2, working closely with the NHS programme team and the independently commissioned Strategy Unit. The project continues to supports transparent, evidence-based decision-making and helps ensure that potential impacts on access, health inequalities and patient outcomes are fully considered as plans progress.

6A. PERFORMANCE
REDUCING INEQUALITIES

Project	Q4 2025-26	Q1 2026-27	Project overview
6.1 Working in partnership to support public mental health and wellbeing	A	G	Thrive LDN have delivered agreed milestones, providing vital resources to support Londoners' mental health. Guidance to support migrants, frontline community workers and education sector staff has been published, and 2 x #ZeroSuicdeLDN webinars were facilitated, with hundreds of Londoners attending. Draft public MH reviews supported the development of the London Health Improvement Plan. GLA colleagues supported development of the microgrant spec which has now been shared with providers. The tender process for appointing an organisation to administer the microgrant scheme is live. The microgrant scheme is being launched later than originally planned but plans are in place to keep delivery on track to an amended timeline. As a result of progress made, the project has moved from an Amber to a Green rating.
6.2 Action to utilise the creative and cultural assets of London to improve wellbeing	G	G	First webinar and soft launch of the new digital portal have been achieved. All LB Barnet libraries now accredited to the Mayor's Dementia Friendly Venues Charter and the Business Design Centre was also recently accredited. Work continues to support legacy development.
6.3 Action to improve heart health	A	A	Progress has been made on the campaign, with creative development and partnership working underway. However, uncertainties remain over scope and wider system infrastucture capcacity to support campaign outcomes, particularly Million Hearts and Minds (MHM), which the Amber RAG reflects. • defib project progressing in line with grant agreement . Refreshed June 2026 data showed reduction in MSOAs that are termed 'defib deserts' - from 84 to 59. Successful meetings on potetial new sites have taken place with ADPH colleagues, housing assocations, libraries and the faith sector. GLA data and mapping supported LAS ask in relation to pharmacy locations. Work continues to identify suitable DLR locations • Million Hearts and Minds - continued development of the campaign, including internal transition arrangements, review of campaign timing and strengthening system pathways to support successful delivery
6.4 Action to mobilise the full range of Mayoral policy to improve health and wellbeing	G	G	Work to publish the GLA Group Public Health Unit Annual Report and Group Collaboration Board Report in Q3 26-27 is underway and on track. The Annual Report will evidence the unit's work in 2025-26 to embed a Health in All Policies approach to the Mayor's policies and programmes.

6B. FINANCIAL SUMMARY
REDUCING INEQUALITIES

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	11.4	13.5	13.5	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Reducing inequalities programme is expected to be as budgeted at year end.

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 remained on track in Q1 2026-27. It delivered a broad programme of volunteering, events and cultural activity that celebrated London's diversity; strengthened community participation; and supported community cohesion across the capital. Through effective partnership working, targeted investment and robust governance arrangements, the programme continued to deliver positive outcomes for Londoners while maintaining a strong focus on inclusion, safety and accessibility.

Team London Volunteering delivered strongly in Q1. It supported the International Table Tennis Federation Championships with 363 volunteers across five venues, completing 3,239 shifts and contributing more than 21,400 volunteering hours. Volunteers also supported Holiday Hope City Shapers Easter activities; and major events including Vaisakhi, St George's Day, the State of London Debate, and Eid on the Square. Satisfaction remained high, with 85 per cent of volunteers reporting a positive experience, 89 per cent achieving their volunteering aims and 97 per cent gaining new connections or skills. Representation exceeded targets, while engagement from younger volunteers helped achieve the quarterly target for volunteers aged under 25. The Equitable Volunteering Forum continued to support learning and good practice across the sector; while Volunteers' Week activities highlighted the significant contribution volunteers make to London's communities.

Across the major events portfolio, delivery and planning continued to make strong progress. Successful events included Vaisakhi; St George's Day; Eid on the Square; the Gypsy, Roma and Traveller Reception; Armed Forces Day; and the Mayor's Pride Reception. There were also commemorative events marking the anniversaries of the London Bridge attack, the Grenfell Tower fire and the Finsbury Park attack. These activities provided opportunities for celebration, remembrance and reflection, while strengthening civic pride and community engagement. Planning also progressed positively for Pride in London, Notting Hill Carnival and the 2026 New Year's Eve Fireworks. Preparations for New Year's Eve advanced following the appointment of Heart Productions as the new production partner. And ongoing readiness for Notting Hill Carnival was boosted by strengthened arrangements for crowd management, security and risk management.

Progress also continued across London's wider cultural and place-based programmes. The Mayor's new licensing powers came into effect on 29 June, marking a significant step in the devolution of decision-making to London. In addition, almost £500,000 was awarded through the Summer Streets Fund to support projects across 13 boroughs, boosting cultural activity and high street vitality. Creative Enterprise Zones, the London Borough of Culture project and Cultural Impact Awards all remained on track. Work also progressed on the new London Museum, the Fourth Plinth commission, the Memorial to Victims of Transatlantic Slavery and the HIV/AIDS Memorial.

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

Project	Q1 2026-27	Q4 2025-26	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 of London's programme of community and memorial events continues across the year, with ongoing planning and delivery of cultural celebrations and commemorations. This includes Vaisakhi, St George's Day, Eid on the Square, Gypsy, Roma and Traveller Reception, and Armed Forces Day, celebrating London's diversity, heritage and civic pride through inclusive programming and community engagement. The programme also marks key anniversaries, including the London Bridge attack, Grenfell Tower fire, and Finsbury Park attack, providing opportunities for reflection, remembrance and solidarity. Together these events support community cohesion and ensure important London moments are respectfully recognised.
1.2 Delivering emblematic projects	A	A	Both memorial projects — the Memorial to Victims of Transatlantic Slavery and the AIDS Memory UK-delivered AIDS Memorial — are progressing well and remain on track for unveiling in 2027. The Transatlantic Slavery Memorial is moving through key delivery milestones, with a planning application due for submission in early July 2026 and an active fundraising strategy in place. The Sites of Memory Community Grant Programme, supported by the National Lottery Heritage Fund, launched in Q1 2026–27 and is helping build wider community engagement. The HIV/AIDS Memorial has secured planning permission and fundraising activity is now underway. The project is rated Amber due to ongoing fundraising requirements and the need to maintain delivery momentum through the planning-to-implementation phase, but both projects continue to advance positively toward 2027.
2.1 London Borough of Culture (LBOC)	G	G	Project development for Haringey 2027 remains on track. Recruitment to the Haringey Culture Collective board is progressing, fundraising activity is underway, and the Haringey Unearthed small-grants programme has launched. Following a recent change in political leadership at the council, officers have briefed the new Leader and Cabinet on LBOC ambitions to maintain momentum. Planning for the Wandsworth 2025 legacy session and sharing/impact event is advancing for October, with officers awaiting direction from the new minority administration on resourcing for LBOC legacy delivery.
2.2 Fourth Plinth	G	G	The project is progressing as expected, with strong delivery across key milestones. The Fourth Plinth Schools Awards received entries from two thousand students — a 10% increase on last year — demonstrating growing engagement. The next Fourth Plinth commission is complete and scheduled for installation in September. A planned test-unveil was postponed due to severe weather warnings affecting travel, but this has not impacted the overall timeline. Permissions for installation and de-installation are known and being addressed in a timely way. Operational and logistical risks are being actively managed, and while the unveiling carries some uncertainty around public perception and response, we are working closely with communications colleagues to mitigate these.
2.3 World Cities Culture Forum	G	G	The five Leadership Exchanges began to take place in this quarter with Warsaw hosting the first on how to plan for memorials in cities. Guangzhou hosted London and Hong Kong to talk about how they work with older residents - the 'silver economy'. The film cities exchanged started last month with four meetings planned over two months. The next two exchanges on pedestrianisation, film cities and nightlife are now in the planning stages. The World Cities Culture Forum (WCCF) launched a new Global Fellowship programme for which London will be submitting an application. The fellowship will take place over 6 months from September 2026 and offers participants in-depth learning, attendance at the WCCF Summit in Tokyo and a week-long residency.

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

Project	Q4 2025-26	Q1 2026-27	Project overview
2.4 London Museum	G	G	The London Museum confirmed an opening date of 28 November 2026 at its new Smithfield home. The announcement attracted overwhelmingly positive media coverage featuring in national and regional press. Construction at the Smithfield site continued throughout the quarter in preparation for the handover of the General Market and transitioning into a period of intensive fit-out. Exhibition installation continues alongside the base build works with the first object installed onsite in April 2026, ahead of a major programme of installation, which commenced in June 2026.
3.1 New Year's Eve	G	G	Planning for the 2026 event programme continues, following the appointment of Heart Productions as the new production partner. Onboarding is underway, with delivery expectations and operational approaches agreed. Strategic and tactical engagement meetings have been held with the Metropolitan Police Service, and introductory operational planning meetings have begun. Creative development and marketing kick-off sessions are also planned. An agency has been procured to support revenue generation, while initial engagement with the BBC has taken place. In addition, a crisis communications specialist and Events Operation manager has been appointed to support planning and delivery.
3.2 Notting Hill Carnival	G	G	Notting Hill Carnival Limited (NHCL) has met its May milestones under the funding agreement, with Payment One released in the week commencing 8 June 2026. All partner agencies continue to support a collaborative approach to delivery. Version 1 of the Crowd Management Plans was shared on 5 June 2026, and a dedicated crowd management team is now in place. Security provision will be delivered by six companies, representing an increase on previous years. An active risk register is being maintained and regularly shared. Overall planning is progressing well, with both NHCL and safety advisory group (SAG) Chairs confirming strong progress and fewer outstanding issues than in previous years.
3.3 Pride	G	G	The Mayor's annual Pride Reception took place at the Outernet, bringing together members of London's LGBTQI+ community, allies and partners. The event celebrated London's commitment to openness, equality and inclusion. The GLA's Loved & Wanted campaign featured prominently, showcasing stories from community groups across London. Following a decision by organisers, UK Black Pride will not take place in 2026, though engagement continues on plans for 2027. Planning for Pride in London is progressing well, with positive safety advisory group (SAG) engagement, ongoing stakeholder coordination, final operational preparations, active communications, and no significant risks currently identified, with delivery remaining on track for the event.
4.1 Volunteering deployment	G	G	Team London Volunteering delivered significant Q1 activity, supporting the International Table Tennis Federation Championships across five venues with 363 volunteers and 24 specialists, completing 3,239 shifts and over 21,400 hours. The event reached 1.3 million viewers and included a visit from the Duke of Edinburgh. Volunteers also supported the final Holiday Hope City Shapers Easter celebrations, with volunteers taking part across community events and a City Hall celebration attended by 100 young people showcasing their social action projects. Team London Ambassadors supported major cultural events in Trafalgar Square with over 40 volunteers taking part, including Vaisakhi in the Square, St George's Day and Eid on the Square, where the Deputy Mayor attended during Volunteers' Week. On 3 June 2026, ambassadors supported the State of London Debate, helping ensure full public participation in this important democratic event.

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

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	20.1	24.7	24.7	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

Projects are expected to be delivered within approved budgets, noting an underspend of £1.2 million as at Quarter 1 which is mainly due to delayed invoicing for the Notting Hill Carnival. The expenditure is expected to be incurred by Quarter 2.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	25.1	0.1	0.1	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The £0.1 million Fourth Plinth capital project is expected to be fully spent by year end.

8. BOOSTING LONDON'S GROWTH SECTORS

8. BOOSTING LONDON'S GROWTH SECTORS

SRO - PHIL GRAHAM
EXECUTIVE DIRECTOR, GOOD GROWTH

Programme Performance Summary

This quarter saw significant milestones reached for London's largest growth opportunities. At Euston, the Euston Strategy Board and Euston Delivery Company Advisory Board were established, with senior GLA representation at both. In addition, following endorsement of the spatial scope plan by all project partners, the site is progressing to concept design, and the government has confirmed legislation to enable establishment of a locally-led Development Company will be passed in autumn 2026. These steps strengthen the GLA's role in shaping one of Europe's most significant development opportunities. In east London, V&A East opened in April 2026, bringing a major cultural institution to the East Bank innovation district, with the first pan-East Bank festival launching in June. The Oxford Street Development Corporation launched statutory consultation on the Traffic Management Orders needed to close the street to traffic — a pivotal step towards pedestrianisation of one of London's most iconic destinations.

London's investment proposition continued to strengthen in Q1. Opportunity London continued its work connecting investment projects with institutional and private investors across London's built environment, with updated capital investment figures expected later in the year. London and Partners added over £45 million in Gross Value Added to London's economy through inward investment and trade activity. A £3 million commitment from GLIF Limited, Funding London's investment subsidiary, into MMC Ventures LP has secured a minimum £10 million investment from the fund into high-growth London technology businesses. and the Future London Growth Fund — a proposed £40 million fund combining investment from Funding London and the British Business Bank — is on track to launch in Q2, expanding access to growth capital for London's high-growth businesses.

The GLA is on track to secure London's £30 million allocation from UKRI's Local Innovation Partnerships Fund, with three of five projects passing quality assurance. Bids were also submitted for the government's Business Rates Retention Zone offer and Strategic Sites Accelerator programme, seeking fiscal tools to unlock development at key locations including Euston.

London successfully delivered the ITTF World Team Table Tennis Championships Finals in April and May, and the ICC Women's T20 World Cup is underway with London hosting matches at the Kia Oval and Lord's Cricket Ground. The Creative Economy Growth Programme is performing strongly, with Film London exceeding its annual Gross Value Added target and all delivery indicators on track for 2026-27. The Growth Mission Board is identifying two and three-year priority actions, building on the London Growth Plan's first full year of delivery.

Looking ahead, Q2 priorities include delivering the AI Taskforce report, completing preparations for the Future London Growth Fund launch, finalising funding agreements for Grow London Global and Grow London Global, securing the remaining innovation fund allocations, advancing Oxford Street enabling works, and progressing EURO 2028 recruitment and planning.

8

8A. PERFORMANCE
BOOSTING LONDON'S GROWTH SECTORS

Project	Q4 2025-26	Q1 2026-27	Project overview
1.1. Enabling London's high-growth potential businesses to expand and trade internationally	G	G	The Mayor of London has committed to supporting high growth small and medium enterprises (SMEs) in the capital via London and Partners' Grow London Global programme. Work is underway to confirm grant funding for 2026-27 and reporting will commence in Q2.
1.2. Unlocking access to finance for high-growth small and medium-sized enterprises (SMEs)	G	G	The existing funds of Funding London and Greater London Investment Fund (GLIF) Ltd. continue their investment activity. One new equity fund commitment now achieved. The second - Future London Growth Fund is in advanced stages and is expected to close in Q2 2026-27.
2.1. Unlocking progress at Euston and maximising opportunities to deliver a world-class life sciences, technology and frontier innovation cluster	G	G	Good progress was made in Q1, with the launch of the Euston Strategy Board and the Euston Delivery Company (EDC) Advisory Board (to be replaced by the formal EDC Board when the company is fully established). High-level political engagement has strengthened the Mayor and GLA's role in shaping the long-term vision for Euston and aligning it with Mayoral priorities. Joint working with Camden continues to advance a locally led Development Company model, where discussions have expanded to wider housing and economic development opportunities. The GLA has also increased engagement across government and key partners to strengthen the case for Euston as a major commercial and innovation destination, building momentum towards an autumn relaunch.
2.2. Supporting wider growth clusters and corridors in London	A	G	East Bank continues contributing to project delivery, with V&A East opening in April 2026, adding a major new cultural destination to the innovation district and receiving strong public interest as part of east London's growing cultural offer. The remaining East Bank development, including BBC Studios, continues to progress on schedule. The GLA has submitted a bid to the Ministry of Housing, Communities and Local Government's Business Rates Retention Zone offer to access fiscal levers to support place-based growth and unlock commercial development in Stratford and Box Lane. It has also submitted a bid to the Office for Investment's Strategic Sites Accelerator programme for transformational public capital to unlock significant private investment at Euston, Bow Goods Yard, Albert Island and Box Lane. Overall project progress has moved this project from an Amber to Green rating.
2.3. Promoting capital investment in London's built environment through support for Opportunity London	G	G	The Mayor continues to support partners to drive capital investment through Opportunity London. Activity in Q1 2026-27 included delivery of the London UK Real Estate Investment and Infrastructure Forum (UKREIIF) programme, and missions to the USA and the Asia-Pacific region. Work is underway to confirm grant funding for 2026-27 and reporting will commence in Q2.

8A. PERFORMANCE
BOOSTING LONDON'S GROWTH SECTORS

Project	Q4 2025-26	Q1 2026-27	Project overview
3.1. Enabling and overseeing delivery of the LGP and mission	A	G	The London Growth Plan continues to progress in its second year, with delivery advancing across the Inclusive Talent Strategy, Business Support Strategy and the Mayor's London Social and Affordable Homes Programme. With financing for the DLR extension to Thamesmead now agreed, the GLA is working with government on its proposed fiscal roadmap for London and strengthening the case for major growth and transport infrastructure schemes set out in the London Infrastructure Framework. The Growth Mission Board has also been agreeing two- and three-year priority actions to support long-term delivery. The project has moved from Amber to Green as key dependencies—particularly DLR financing and clarity on the fiscal roadmap—have now been secured, reducing uncertainty and providing greater confidence in the project's overall delivery trajectory.
3.2. Investing in London's creative economy	G	G	The Creative Economy Growth Programme continues to perform strongly, meeting all delivery targets despite a challenging funding environment for partners. Film London has exceeded its annual GVA target, reaching £1.14bn, and while final end-of-quarter data on GVA, sales and employment outcomes is still being validated, all indicators suggest the programme remains firmly on track to achieve its full 2026-27 targets.
3.3. Promoting London as the best city in the world in which to invest and visit	G	G	The Mayor has committed to supporting London and Partners' actvities promoting London to oversees businesses seeking to locate to the capital and enticing international converntions to host conferences in London. Work is underway to confirm grant funding for 2026-27 and reporting will commence in Q2.
3.4. Strengthening London's frontier innovation ecosystem	G	G	The GLA has led work to secure the £30m of UKRI's Local Innovation Partnership Fund (LIPF) provisionally allocated to London. It is on track to secure funds to deliver ecosystem building and collaboration between institutions involved in London's quantum and life sciences sectors, with proposals for climate tech under consideration with UKRI. The GLA will also be working with the Department for Science, Innovation and Technology (DSIT), other Mayoral Strategic Authorities and evaluating delivery of LIPF in London to explore how devolution of this funding stream could be used to strengthen London's frontier innovation ecosystem.
3.5. Securing major sports and entertainment events	G	G	Q1 has seen good progress made on the EURO 2028 project, with the appointment of two senior managers and the beginning of the second phase of recruitment. Procurement for the event production agency to delivery the 31-day Fan Zone during the tournament is at ITT issuing stage and the team will now move to the procurement of a mobility consultancy for transport and mobility planning. April and May 2026 saw London successfully hosting the ITTF World Team Table Tennis Championships Finals for a landmark centenary edition.

8A. PERFORMANCE
BOOSTING LONDON'S GROWTH SECTORS

Project	Q4 2025-26	Q1 2026-27	Project overview
4.1 Transforming Oxford Street to secure its position as a world-leading retail, hospitality and tourist destination	A	G	The Oxford Street Development Corporation (OSDC) has made strong progress, strengthening delivery arrangements for the Oxford Street transformation programme and increasing focus on accessibility, inclusive design and women's safety, to embed these priorities within delivery. The necessary governance frameworks to enable OSDC to operate as a planning authority, subject to parliamentary approval, have also been established. The statutory consultation on the Traffic Management Orders has been launched - required for the enabling works to close the street to traffic, and in turn creating the conditions for transformed public realm and activation. This important step towards pedestrianisation, alongside embedding governance frameworks and the increased focus on accessibility, safety and inclusive design have move this project from an Amber rating to Green.
5.1 Overnight Visitor Levy (OVL)	N/A	G	Following approval of the programme, a small specialist team has been established to undertake preparatory policy, stakeholder communications and engagement work necessary to explore the delivery options for the GLA to swiftly and compliantly collect revenues for any London OVL. This is dependent on government legislation and future consultation in London. One of the biggest challenges is that a visitor levy has not previously been introduced in England. To address this, the GLA is learning from the experience of Wales and Scotland, as well as international cities where similar visitor levies are in place, including Amsterdam, Barcelona, Berlin, New York and Paris. Key achievements in Q1 include: • OVL project team established • high-level policy assumptions explored to help inform future delivery • communications and engagement strategy developed to support discussions with stakeholders • pre-market (supplier) engagement launched, to better understand the systems and services available to support the successful delivery of a visitor levy • monthly project board established to oversee delivery and support decision-making, with representation from relevant teams across the organisation. A monthly OVL oversight board will commence in July • project management processes and documentation put in place to support delivery, identify and manage risks and dependencies, and to ensure outputs are delivered to the required quality and timescales

8B. FINANCIAL SUMMARY
BOOSTING LONDON'S GROWTH SECTORS

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	56.4	50.1	50.1	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Boosting London's growth sectors programme now includes a £0.5 million payment being made to London and Partners for the remaining rent on Union Street, while they move to their new offices. This is being funded by a London and Partners reserves that is held for them. The rest of the programme includes £26.8 million that is being given as grants to London and Partners, and £20.0 million of growth for AI Transformation investment projects.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	27.1	27.1	27.1	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Oxford Street Pedestrianisation capital project is expected to be fully spent (£27.1 million) by year end.

9. HELPING LOCAL ECONOMIES TO THRIVE

9. HELPING LOCAL ECONOMIES TO THRIVE

SRO - LOUISE DUGGAN
HEAD OF CITY AND PLACE

Programme Performance Summary

Delivery of the Helping Local Economies to Thrive programme is progressing well. The Mayor has allocated a strategic investment of £3m to support activities in the programme, but this does not enitirely offset the reduction in growth funding from government.

The Mayor's strategic licensing powers came into effect on 29 June 2026, marking a significant step in the devolution of decision-making to London. Implementation will be phased, with the GLA preparing to implement its new Responsible Authority service in July. In addition, the Mayor has announced almost £500,000 through the Summer Streets Fund 2026 to support 15 projects across 13 boroughs, helping to boost al fresco dining, cultural activity, extended opening hours and high street vitality throughout the summer and autumn.

UK Shared Prosperity Fund (UKSPF) funded activities continue delivery following the government's programme extension. This includes the Grow London Local support to small businesses to through London & Partners, and progress on the Civic Estate Agency pilot projects and evaluation report that will outline potential next steps for the GLA, subject to future funding. Programme delivery is also on track for the UKSPF capital funded activity to support London boroughs to improve their local high streets. It has been agreed that all UKSPF funded projects will only report once - at the end of the programme extension period rather than quarterly, so there is no detailed update for Q1 2026-27.

Creative Enterprise Zones continue to deliver their projects in line with grant agreements. The re-accreditation process for three Creative Enterprise Zones commenced in Q1, with applications due in Q2. Development and testing of a new cultural infrastructure map is also underway. This will provide a more accessible and user-friendly experience in creating local insights for boroughs, stakeholders and decision-makers.

Detail design development of the Civic Partnership Programme schemes continues. Specific milestones include the London Review Panel for the Riverdale Sculpture Park project in Lewisham and the implementation of first public realm elements at Surrey Street Market in Croydon. The Good Growth Fund programme evaluation is undergoing a final round of data validation with the aim to publish the final report in Q2 2026-27.

During this quarter, work focused on transitioning the High Street Network to a refreshed GLA-led delivery model, following the conclusion of the previous externally facilitated programme. Planning is underway for activity from October 2026, with further engagement planned to refine the programme to create a more integrated capacity and capability support offer for local economies, ensuring alignment with our partners' needs.

The High Streets Data Service (HSDS) reached a major milestone with the launch of user-defined reporting areas in the HSDS Hub. This enables user-friendly reporting for markets, event footprints, development corporations, parks and regeneration zones, in addition to high streets and town centres. The service also saw modest growth despite sector funding challenges, with net positive membership growth in Q1 to 40 participating organisations.

9

9A. PERFORMANCE
HELPING LOCAL ECONOMIES TO THRIVE

Project	Q4 2025-26	Q1 2026-27	Project overview
1.1 Helping small businesses access the support they need	G	G	UK Shared Prosperity Fund (UKSPF) activity to enable small businesses to access support continues following the programme extension. Based on most recent reporting data from Q4 claims, programme delivery is on track and will report final output and outcomes in October 2026.
1.2 Continuation of the Creative Enterprise Zones programme	G	G	Creative Enterprise Zones continue to deliver their projects in line with grant agreements. The re-accreditation process for three zones commenced in Q1, with deadlines for applications in Q2.
1.3 Helping small businesses access the space they need	G	G	The Space Register received four new registrations of cultural organisations seeking new premises and buildings. The Culture and Communities at Risk Office received ten registrations from organisations involving 311 jobs and 792 volunteer roles. These organisations have received a range of support, including business planning advice, legal support and advocacy. The Civic Estate Agency project which is funded by the UK Shared Prosperity Fund (UKSPF) is on track and will report final outputs / outcomes in October 2026. This quarter has seen continued progress with the pilot projects and development of the evaluation report that will outline potential next steps for the GLA to take programme objectives forward.
2.1 Completing the Good Growth Fund and Civic Partnership Programme	G	G	Detail design development of the Civic Partnership Programme schemes continues. Specific milestones include the London Review Panel for the Riverdale Sculpture Park project in Lewisham and the implementation of first public realm elements at Surrey Street Market in Croydon. The Good Growth Fund programme evaluation is undergoing a final round of data validation with the plan to publish the final report in Q2 2026-27.
2.2 Creating a new High Streets and Places Fund	G	G	UKSPF capital funded activity to support local authorities to deliver Communities & Place projects on their local high streets and places continues delivery following the programme extension. Based on most recent reporting data from Q4 claims, programme delivery is on track and will report final outputs and outcomes in October 2026. Please note it has been agreed projects will only report once - at the end of the programme - during the extension period rather than quarterly, so there is no specific progress update for Q1 2026-27.
3.1 Convening capacity and leadership networks	G	G	During Q1, work focused on transitioning the High Street Network to a refreshed GLA-led delivery model, following the conclusion of the previous externally facilitated programme. Activity has included mapping relevant programmes and partners across the GLA and externally to idenitfy opportunities for collaboration, developing the approach to communications and relaunch and engaging internal stakeholders to help shape priorities for the refreshed network. Planning is underway for activity from October 2026, with further engagement planned to refine the programme. Creative Enterprise Zones delivery includes capacity-building events with Zone Managers, which take place quarterly. The team also brings together local authority officers as part of the London Culture Forum with London Councils and works with Regeneration colleagues to ensure joined up resourcing.

9A. PERFORMANCE
HELPING LOCAL ECONOMIES TO THRIVE

Project	Q4 2025-26	Q1 2026-27	Project overview
3.2 Sharing data and insights	G	G	In Q1, the High Streets Data Service reached a major product milestone with the launch of user-defined reporting areas in the HSDS Hub. This enables user-friendly reporting for markets, event footprints, development corporations, parks and regeneration zones, in addition to high streets and town centres. The service also saw modest growth despite sector funding challenges, with net positive membership growth this quarter to 40 participating organisations. Externally, the service supported the launch of the City of London Corporation's Destination City monitoring framework, which is using HSDS footfall data to inform decision-making on the Square Mile's destination and return-to-office strategy. Development and testing for a new cultural infrastructure map is taking place. This will be more accessible and user friendly, enabling users to output reports of the cultural infrastructure data.
4.1 Setting up a London Nightlife Taskforce and Fund	G	CG	The work of the London Nightlife Taskforce has now been completed. A new project around implementation of the recommendations contained in the report is in the process of being formally established.
4.2 Deliver a strategic licensing programme	A	A	The Mayor's new licensing powers, granted by the government through the English Devolution and Community Empowerment Act, came into effect on 29 June 2026. The new powers will be enacted in phases. The next step is for the GLA to launch a Responsible Authority service, whereby it will receive all licensing applications from across London and be able to make formal representations to Licensing Committees. The project is rated Amber due to the phased nature of implementation and dependencies on establishing the new service as the GLA transitions into its expanded statutory role.

9B. FINANCIAL SUMMARY
HELPING LOCAL ECONOMIES TO THRIVE

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	10.3	15.8	15.8	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The budget for the Helping local economies to thrive programme is expected to be fully spent by year end. £3.1 million of the £15.8 million is from Integrated Settlement grant funding.

£8.5 million of the programme budget is being given as grants to London and Partners.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	10.8	13.1	13.1	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Regeneration Programme project is expected to fully spend the budget of £10.4 million by year end. The 639 High Road capital project is starting in 2026-27, this is fully funded from a prior year capital grant from government, and the full £1.5 million budget will be spent this year. Cultural Enterprise Zones project is also forecasting full year expenditure to budget at this point in the financial year (£1.2 million).

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

2026-27 has started started strongly following confirmation of around £420m a year of Integrated Settlement funding for London's Skills and Employment Pillar over the next three years. Delivery has already commenced across a number of key interventions, including Connect to Work (£46m in 2026-27), while significant mobilisation and commissioning activity is underway where delivery is due to begin later in the year. Together, these investments will support more Londoners into work, progression and better-paid jobs.

A significant focus during the quarter has been preparing for delivery at scale. The Mayor's new £100m London Talent Pathways programme completed commissioning and mobilisation activity ahead of delivery commencing from September 2026. Adult Skills Fund providers delivering more than £290m of annual provision have also submitted new multi-year delivery plans, which show strong alignment with the priorities set out in the Inclusive Talent Strategy and provide confidence in future delivery.

Employer-led reform has continued to mature. Sector Talent Boards for Construction and Built Environment, Creative Industries, Life Sciences, Hospitality and Social Care are now active and increasingly influencing commissioning and employer engagement. The Construction and Built Environment Talent Board has also co-designed a new £2m construction skills pilot, which will launch for commissioning in Q2. Delivery has commenced across three pan-London Sector Hubs and all four sub-regional hubs, strengthening links between employers, skills providers and local communities.

The new Inclusive Talent Delivery Group has also met for the first time. Chaired by an independent industry representative and reporting to the Growth Mission Board, it provides system-level oversight of London's skills, employment and careers system. Bringing together employers, providers, boroughs and other key partners, it will help the Mayor oversee delivery of the Inclusive Talent Strategy and ensure the system remains responsive to London's economic and labour market needs.

Good progress has also been made on improving access to employment support. Delivery of Connect to Work (£46m) has commenced following transfer of responsibility to the GLA, while London's employment support trailblazers successfully transitioned into a second year of delivery supported by around £30m of funding. Work also continues to strengthen collaboration between boroughs, Jobcentre Plus, NHS partners and other organisations through the Get London Working programme.

The Mayor's Good Work agenda continues to deliver benefits for Londoners. During the quarter, a further 91 employers achieved Living Wage accreditation, bringing the total to 370 accredited employers. Good Work Standard accredited organisations now employ almost 350,000 Londoners. The Health Design Lab has launched with all 10 participating NHS Trusts engaged, while the Inclusive Talent Brokerage programme has now engaged more than 140 employers and supported over 290 Londoners into good work opportunities.

Looking ahead, activity will focus on mobilising London Talent Pathways, progressing delivery of the £43m Construction Skills Package, and further embedding employer leadership across London's skills and employment system. While challenges remain around labour market conditions, employer engagement and system integration, the programme remains well placed to support more Londoners to benefit from economic growth over the coming years.

10A. PERFORMANCE
SUPPORTING LONDONERS TO BENEFIT FROM GROWTH

Project	Q4 2025-26	Q1 2026-27	Project overview
1.1 Employer Boards/ Partnerships	G	G	Q1 saw strong progress in embedding London's employer-led skills system through the Sector Talent Boards and Hub network. Interim Talent Boards for Construction and Built Environment, Creative Industries and Life Sciences are actively shaping commissioning and delivery priorities, including construction short courses, Creative Skills Bootcamps and life sciences pathways. Interim Boards for Hospitality and Social Care held their inaugural meetings, while discussions continue with partners on arrangements for the Health Board. Wave 1 pan-London and sub-regional hubs have entered delivery, Wave 2 commissioning is progressing, and the Inclusive Talent Delivery Group is now established.
1.2 Talent pipelines for London's key sectors	G	G	Q1 saw continued strong delivery across London's talent pipeline programmes, supporting more Londoners into training, progression and employment in priority growth sectors. Wave 7 Skills Bootcamps are performing well and, together with the newly commissioned London Talent Pathways programme, are expected to support over 17,000 Londoners during 2026-27. Mobilisation of the £97.5m London Talent Pathways programme remains on track for delivery from September 2026, with all providers contracted and implementation underway. Employer-led interventions continue to develop through the Talent Boards, with £2m construction commissioning planned for Q2 and creative and life sciences initiatives following.
1.3 Upskilling for Resilience	G	G	Q1 saw continued progress across the Upskilling for Resilience project, building on Grow London Local's strong performance in 2025-26 and supporting Londoners and employers to access skills, learning and workforce development opportunities. Delivery of Phase 2 of the London Union Learning Project is now underway and performing to plan following earlier recovery activity. The project has already engaged 457 in-work Londoners against an annual target of 500, while delivery of the Google AI Essentials project has continued under an agreed recovery plan. Performance remains on track overall, with key milestones expected to be achieved during 2026-27.
2.1 No Wrong Door	G	G	Q1 saw continued progress in delivering a more integrated employment, skills and health support system across London. London's Employment Support Trailblazers transitioned successfully into Year 2 delivery, building on strong Year 1 performance and exceeding DWP participation targets. Delivery of Connect to Work also commenced following the successful transfer of accountability to the GLA under the Integrated Settlement. The Get London Working partnership has strengthened collaboration across boroughs, Jobcentre Plus and NHS partners, with shared priorities and delivery arrangements being developed. Progress on data sharing and system integration continues, although governance arrangements remain under development.
2.2 Essential skills and progression pathways	G	G	Q1 saw continued strong performance across Adult Skills Fund delivery. The London Learner Survey 2024-25 found that 79% of learners progressed into employment or further learning, including over 21,000 Londoners moving into work, demonstrating the impact of essential skills provision. Multi-year provider plans for 2026–29 have now been reviewed and show strong alignment with the Inclusive Talent Strategy. With Integrated Settlement delivery commencing in September 2026, preparations are well advanced and provide confidence that agreed outcomes framework targets can be achieved.

10

10A. PERFORMANCE
SUPPORTING LONDONERS TO BENEFIT FROM GROWTH

Project	Q4 2025-26	Q1 2026-27	Project overview
2.3 Supported Navigation for Londoners	G	G	Q1 saw continued strong performance across the Skills for Londoners Community Outreach Programme, with delivery partners remaining well embedded within local skills and employment ecosystems and referral performance continuing to exceed programme benchmarks. Delivery of the current programme remains on track through to August 2026, with no significant delivery concerns identified. Procurement of the new 2026–28 programme attracted significant market interest, generating 193 applications and providing a strong foundation for future delivery. Assessment and award activity is nearing completion, with mobilisation underway to support a seamless transition and programme launch in September 2026.
2.4 Inclusive Talent System Front Door	A	A	Q1 saw the Inclusive Talent System Front Door move through an important discovery and redesign phase. Following engagement with DWP, the project refined its focus towards supporting practitioners and advisers, helping to better define the role and value of any future digital solution. Delivery remains amber as development of the minimum viable product has been delayed while the approach is recalibrated and informed by user research. Learning from the Pan-London Youth Offer, co-design activity with young people and research being undertaken by Savanta are shaping the next phase of delivery. Key findings are expected in Q2 and will inform the future direction and implementation plan.
3.1 Partnering for Good Work	A	G	Q1 saw continued progress across the Mayor's Good Work agenda. Good Work Standard accreditation now benefits almost 350,000 employees across London, with 12 GLA Group suppliers accredited and 370 employers accredited to the London Living Wage. The Health Design Lab successfully launched with all 10 participating NHS Trusts engaged. The Inclusive Talent Brokerage programme continues to perform strongly, engaging over 140 employers and supporting more than 290 Londoners into good work opportunities. Work is also progressing to embed learning from WIN across Talent Boards and sector hubs, while exploring how related Good Work interventions can be brought together into a more coherent employer-facing offer. The RAG rating has moved from Amber to Green as delivery momentum has strengthened, key areas are performing consistently, and dependencies—particularly employer engagement and cross-sector collaboration—are now more stable, giving greater confidence in sustained delivery.
4.1 Promoting London's skills excellence	G	G	Q1 saw continued delivery of communications, engagement and promotional activity supporting London's skills system. Awareness of skills opportunities remains strong, evidenced by sustained demand across key programmes, including Skills Bootcamps, where learner participation increased by over 50% compared with the previous wave. Strategic communications activity helped promote major investments secured through the Integrated Settlement, including over £80m for construction skills and more than £11m for youth employment support. Employer and partner engagement continues to grow through Talent Boards, Sector Hubs and strategic partnerships such as WorldSkills UK and the Association of Colleges.

10A. PERFORMANCE
SUPPORTING LONDONERS TO BENEFIT FROM GROWTH

Project	Q4 2025-26	Q1 2026-27	Project overview
4.2 The London Learning Investment Programme	A	G	Q1 saw the London Learning Investment Programme move from research into implementation. Work has commenced to test and apply recommendations from the Work Foundation's co-investment and co-design research, with procurement underway to secure specialist support. Early progress includes increased employer match funding through Skills Bootcamps, growing engagement through Sector Talent Boards and employer-led design of the £2m Construction Skills Package. Discussions with prospective partners and investors are progressing, while development of a new partnership and fundraising framework is underway to support delivery and future growth. The RAG rating has shifted from Amber to Green as the project has now moved decisively into implementation, key enablers such as employer match funding and partner engagement have strengthened, and early delivery milestones are being met, providing greater confidence in trajectory and overall project stability.
4.3 Boosting teaching capacity and capability for London's Further Education (FE) sector	G	G	Q1 saw continued progress in strengthening workforce and facilities capacity across London's FE sector. 12 providers have already benefited from support, including industry professional development, Good Work Standard accreditation and collaboration with London Metropolitan University. Significant progress has also been made on delivery of the £43m Construction Skills Package secured through the Integrated Settlement, with assessment of initial bids completed and funding recommendations on track for approval in Q2, enabling mobilisation and delivery from Q3. Alongside this, a suite of co-designed workforce development interventions has been approved, while the FE Teacher Industry Exchange pilot continues to progress well.

10B. FINANCIAL SUMMARY
SUPPORTING LONDONERS TO BENEFIT FROM GROWTH

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	9.4	7.4	7.4	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Supporting Londoners to benefit from growth programme is expected to be fully spent at year end. £0.3 million of funding for the Provider placement project is now not expected to be received, so the equivalent expenditure will also not take place.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	29.7	35.5	35.5	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Skills for Londoner's capital project is expected to fully spend its £25.7 million budget by year end; the two Integrated Settlement funded capital projects, Project Based capital funding and Technical Excellence Colleges will also be fully spent to budget (£5.0 million and £4.8 million respectively).

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, Q1 delivery continued to demonstrate strong progress against the Mayor’s commitments.

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 is ongoing, alongside work to establish a baseline against which progress towards World Health Organization (WHO) air quality guidelines can be assessed. Although these linked projects experienced earlier delays, in Q1 we met a key milestone by publishing the first set of data, showing a 40% drop in premature deaths from 2019 to 2024. Work is now underway on Phase 2 and Phase 3, with results expected by Q4 2026-27.

Cutting pollution from all sources to improve health outcomes.

Delivery of the Mayor’s commitment to install air filters in 200 schools continues. While legal challenges delayed procurement, the project will complete all installs by the end of Q3 2026-27. The Non-Road Mobile Machinery Low Emission Zone (NRMM LEZ) project completed more than 175 construction site audits across 32 London boroughs during Q1. Work is progressing to launch an improved NRMM website, with the discovery phase complete and procurement for the build phase underway.

Working with London boroughs and other partners.

Throughout Q1, we continued to oversee the statutory London Local Air Quality Management framework: we are reviewing 29 borough Annual Status Reports and have assessed and approved three borough Air Quality Action Plans. An internal webinar was held to share learning and emerging best practice among Mayor’s Air Quality Fund Round Four project partners. The Mayor announced Round Five of his Air Quality Fund with £6m in additional funding.

Raising awareness amongst London’s communities of the health impacts of air pollution and empowering them to advocate for local action.

The Breathe London Awards in June celebrated community efforts to improve air quality. Additional engagement activities included webinars, newsletters, working group meetings and the development of new guidance and educational resources. The new Breathe London website continues to see growing engagement, with page views up by 47% since last quarter. The Breathe London monitoring network has now completed its sensor rollout, with 146 sensors installed across London and the final power connection due to be completed in July. On Clean Air Day in June, the Deputy Mayor for Environment and Energy hosted a clean air event for 18–25-year-olds.

11A. PERFORMANCE
CLEANING LONDON'S AIR

Project	Q4 2025-26	Q1 2026-27	Project overview
1.1 Understanding how and when London could meet World Health Organisation (WHO) air-quality guidelines	G	A	During Q1, WHO modelling was rolled into a wider piece of work together with the Health Impact modelling. This work has slipped due to competing priorities within TfL's Strategic Analysis team, resulting the RAG rating moving from Green to Amber. We have worked with TfL to raise a business case for additional resources to support the project, which has been approved.
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	Development of the London Atmospheric Emissions Inventory (LAEI) 2025 is underway, with a new milestone added to reflect the updated delivery schedule. Procurement activity will begin in Q1. Air-quality modelling to assess policy impacts is progressing in three phases: Phase 1 (Mortality Burden) results were published in June 2026, with Phase 2 and 3 results due in Q4 2026–27. The project is rated Amber due to the dependency on upcoming procurement, the tight sequencing of modelling phases, and the risk that later-stage results may impact the overall delivery timeline for the LAEI.
1.3 Evaluating the ULEZ programme to understand the reduction in NOx emissions from transport, enabling Londoners to breathe cleaner air	A	A	During Q1 the Impact Assessment modelling was incorporated into a broader analytical programme, including the 2024 Mortality Burden work. This expanded scope required additional inputs beyond the original plan. The modelling is being delivered in three phases: • Phase 1 – Mortality Burden: completed and published in June 2026 • Phase 2 – Health and economic impact of current policies (current trajectory) • Phase 3 – Health and economic impact of current and future policies (vision-led) Phases 2 and 3 have been delayed due to competing priorities. Additional resource has now been secured with TfL, and results are expected in Q4 2026-277. Regular engagement continues with delivery partners at TfL and Imperial College to ensure progress against the revised timeline.
2.1 Delivering the School Filters Project, improving the air quality in classrooms across 200 London schools	A	A	This project has experienced procurement delays caused by legal challenges which have initially affected the timeline but we are now delivering at pace, 188 schools have already received filters and 40 schools have had their assemblies. Monthly progress meetings are held with delivery partners to maintain momentum.

11A. PERFORMANCE
CLEANING LONDON'S AIR

Project	Q4 2025-26	Q1 2026-27	Project overview
2.2 Delivering, tightening, and enforcing the Non-Road Mobile Machinery (NRMM) Low Emission Zone (LEZ)	G	G	32 boroughs are participating in the pan-London NRMM project, delivered by LB Merton and funded jointly by the GLA and borough match funding. Engagement with key stakeholders continues to progress, including 1:1 meetings with industry experts.
2.3 Using the planning system to promote air-quality improvements	G	G	In Q1, 24 applications were reviewed and we held regular meetings with AECOM to ensure that KPIs are being met. next steps - Continue liaising with AQ consultants to ensure work is being delivered in line with the agreed KPIs.
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	16 of 17 Mayoral Air Quality Frameworks (MAQF) and round 4 projects remain on track for completion within the three-year programme term. One project has been granted an extension beyond March 2027. The Mayor has announced funding for Round 5. 32 boroughs submitted Annual Status Reports (ASRs) for 2025. All have been reviewed and recommendations issued; boroughs are incorporating these ahead of publishing final reports. Three revised Air Quality Action Plans (AQAPs) were reviewed in Q1, with recommendations provided. These AQAPs have now been approved for publication.
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	During Q1, we delivered several stakeholder engagement activities and announcements including; Breathe London awards, a young people's summit in partnership with Earth Minutes, a parliamentary reception to highlight the economic benefits if clean air and a mayoral visit to announce the publication of a report showing reduction in Mortality Burden. The last Cleaner Air Accelerator report was submitted at the end of 2025, in which we shared findings from the ULEZ One Year Report and results of the Department for Environment, Food and Rural Affair's (DEFRA) compliance report. The next Accelerator reporting cycle will be in 2027. We've worked closely with DEFRA through its cross-organisational Air Pollution Awareness Coalition (APAC) to align London-based campaigns with wider national initiatives, maximising reach, consistency, and overall impact. We continue to hold regular meetings with key stakeholders to ensure they remain engaged, supportive, and actively involved in the co-design of our events. Following events we will share clear and timely feedback to keep stakeholders informed and invested in our programmes. Upcoming deliverables include: to take part in C40 Accelerator forum meetings and complete periodic reporting once commissioned.

11A. PERFORMANCE
CLEANING LONDON'S AIR

Project	Q4 2025-26	Q1 2026-27	Project overview
3.3 Delivery of ATMOPOLIS	G	G	This new project is being delivered in partnership with 11 organisations across 5 EU cities. EU funding was confirmed and agreement signed. We attended the kick-off meeting in January as well as monthly project workstream meetings. The GLA is supporting this work by providing access to relevant datasets through the and facilitating engagement with other teams that manage key data sources. This will help inform the development of the London case study and ensure that local evidence and expertise are incorporated into the research. Support working group leads as they develop the first draft of the decision-support tool for use within the research project, providing feedback and additional data inputs where required.
4.1 Pollution forecasting and issuing of the Mayor's pollution alerts during days of predicted elevated pollution	G	G	During Q1 the system issued (2) High and (30+) Moderate pollution alerts. The messages were amplified through the London Resilience Forum as well as London borough officers. A New milestone has been added this quarter which reflects our priorities in relation to ensuring good value for money when the current contract expires. Upcoming deliverables include: to continue engaging with key stakeholders and enhancing the dissemination of alerts and public messaging during periods of moderate and high pollution. Commence scoping activities for the procurement of the next delivery contract.
4.2 Delivery of Breathe London	G	G	Installation of all sensors has now been completed. In Q1, additional website features were to boost accessibility and interactive functional, including making content available in six languages. Further engagement included the Breathe London Awards, newsletters and working group meetings.

11B. FINANCIAL SUMMARY
CLEANING LONDON'S AIR

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	1.6	2.5	2.5	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Cleaning London's air programme is expected to be as budgeted at year end. £0.8 million of this budget is for staffing.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	0.3	0.6	0.6	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Breathe London and Non-Road Mobile Machinery (NRMM) website projects are due to be fully spent as year-end. £0.3 million of the budget is a carry forward from the prior financial year as the Breathe London project was focused on set-up with the new technical partners last year rather than expansion, and the NRMM website project was still in discovery phase, and in 2026-27 moves to the service redesign stage and production of a new site.

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

The first quarter of 2026-27 on the Delivering a Greener, More Climate-Resilient London programme has progressed well.

We have made good progress on the Mayor's plan to clean up London's rivers and waterways; we expect to publish the plan in the second quarter of the year. GLA-funded waterways projects are now identified and getting underway – through both the Green Roots Fund and strategic projects delivery mechanisms – in the majority of the ten strategic locations identified in the plan. These will lead to tangible improvements in the quality and accessibility of our rivers and waterways.

More broadly across green infrastructure, waterways and climate adaptation, the Green Roots Fund continues to accelerate its delivery, with the third round now closed and over 100 applications received. Highlights include Friends of Blythe Hill Fields, a swale development project which has made significant recent progress in delivering its community consultation, completing procurement activities and progressing on-site works.

Strategic projects has now identified all sites and schemes to be funded under this work, with three out of seven now announced and more to follow.

London Climate Action Week saw the release of the Mayor's Heat Ready London call to action. Following a roundtable chaired by the Deputy Mayor for Environment and Energy, the document sets out a vision for delivery on London's resilience to extreme heat. Work is underway within the team to set up a light-touch but effective governance structure to drive delivery from key partners. Whilst there is no dedicated budget to support this work, resilience measures can and will be funded under the Green Roots Fund and strategic projects.

The Delivering a Greener, More Climate-Resilient London programme continues to manage some risks around Green Belt release, in the context of meeting London's housing need. Some delays in procurement have been experienced which impacts on delivery. Officers will continue to take necessary steps to mitigate these risks and issues.

12

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

Project	Q4 2025-26	Q1 2026-27	Project overview
1.1 Delivering clean and healthy waterways	A	A	The launch of the Clean Rivers and Waterways Plan is expected in 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 is in development.
1.2 Supporting local projects through the Green Roots Programme	G	G	We have now awarded £7m to 59 projects across two rounds, including 13 projects delivering the Mayor's waterways priorities, 13 community gardens, six green training projects and nine projects boosting biodiversity. Officers are currently assessing over 100 applications received in Round 3 (R3) with announcements to follow in Q2. All R1 projects now in grant agreements in addition to around half of R2. R4 has opened, with an updated prospectus, application form and guidance in place.
1.3 Increasing London's tree canopy through partnership action	G	G	Tools to enable boroughs and others to better plant and manage trees were released, including a new version of the London public realm tree map and the Dig Once, Green Twice guide for putting trees and sustainable drainage in streets. Further evidence to help target tree activity is underway, including work to model future tree canopy cover. The London Urban Forest Partnership Delivery Group met in May 2026 to discuss progress on key areas of the Urban Forest Plan, with a focus on objectives for the coming 12 months.
1.4 Investing in strategic projects focused on climate adaptation and greening	G	G	Three out of seven projects have been publicly announced, and six of the seven projects are in or nearly in grant agreement and/or memorandum of understanding (MoU). Partnership working, project development and initial delivery progress is underway across all projects.
2.1 Convening partnership action on climate resilience	G	G	Heat Ready London was published during London Climate Action Week to drive collective delivery and set a shared vision for managing heat risk across the capital. Officers are working closely with partners to build evidence and develop governance structures for delivery. Delivery of the London Surface Water Strategy is advancing as part of the Flood Ready London Partnership. Catchment partnerships have been finalising action plans and the first £1.4 million of funding has been awarded to 20 projects that will help reduce flood risk and improve water quality. The Adaptation team are working with the GLA Infrastructure team to position the SuDS for Streetworks Market as a key delivery mechanism for future project rounds. Work is also progressing on an updated London SuDS Map and research into the loss of front gardens and its impact on flood risk.

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

Project	Q4 2025-26	Q1 2026-27	Project overview
2.2 Ensuring London's planning policies maintain environmental protections while supporting housing delivery and economic growth	G	G	Progress in Q1 has included submission of content for the final draft London Plan. Alignment has been developed with key strategic documents including the Clean & Healthy Waterways plan, the London Green Infrastructure Framework, the Local Nature Recovery Strategy, evidence on the climate resilience of trees and maps of regional parks. Officers continue to participate in additional Green Belt capacity workstreams and scoping work.
2.3 Providing delivery partners with the tools and information to take effective action	G	G	During Q1, this project has begun shifting from evidence development to identification of external funding mechanisms to better enable delivery. The London Green Infrastructure Framework and Local Nature Recovery Strategy (LRNS) are fully embedded into decision-making for the Green Roots Fund and strategic adaptation and greening projects. The tools continue to be promoted to internal and external stakeholders for use. The Green Infrastructure investment workstream is being scoped in line with the Integrated Settlement (IS) funding for LNRS delivery, which will be reported through the IS outcome framework.

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

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	14.8	17.1	17.1	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Delivering a greener, more climate-resilient London programme is expected to be as budgeted at year end. £5.0 million of this budget is growth for the Swimmable London project and £5.7 million for the Green Roots project.

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 four workstreams: new infrastructure for housing and productivity; readying infrastructure for the future; reducing disruption; and driving data innovation.

Engagement to secure Project Gigabit funding, and training delivered to Digital Champions completed in Q1. Open Wi-Fi targets, agreement on a policy position on heat network governance, and the second phase of the Data for London platform prototype are behind target/schedule. Ongoing support to boroughs implementing phase 2 local area energy plans (LEAPs) has been extended by five months to match the duration of the implementation due to borough procurement delays, and to complete LAEP implementation studies due to more rigorous engagement to improve project scoping.

Enabling the new infrastructure needed for housing and productivity:

- following the London Infrastructure Framework publication, we have commenced work on validating the business case for an Infrastructure Delivery Champion
- we have provided targeted technical support to strategic developments facing electricity connection constraints. To date, we have unlocked 1,040 stalled homes
- we have established our data centre work programme

Readying London's infrastructure for the future:

- we have engaged with Department for Energy Security and Net Zero and London Councils to develop preferred governance models for heat network zoning in London
- we have been finalising the pre–Integrated Water Management Strategy (IWMS) for Marsh Dykes in LB Greenwich and LB Bexley and began borough engagement to identify the next sub-regional IWMS
- our multi partner project improving digital connectivity has enhanced mobile coverage, reaching over 67 per cent of underground stations and 54 per cent of tunnels
- Project Gigabit funding has been secured and all subregional strategies and training by Digital Champions has been completed

Reducing disruption caused by infrastructure delivery:

- we continued to scale the 'Dig Once' approach, with 48 flagship collaborative streetworks delivered
- Ofwat awarded the Infrastructure team £4.1 million funding for SuDS through the Streetworks Market project
- three boroughs launched lane rental operational trials

Driving data innovation:

- the Data for London team has built a prototype for the universal free school meals (UFSM) project. Data for London can now manage access to data across a difficult data processing pipeline, which has to be carefully controlled given the sensitivity of the data involved. Further finishing of delivery is dependent on a secure data storage location
- an additional three harvesters for the Data for London Library were built, adding 15,000 datasets. These connect data from TfL, the LAEP Datahub, and Croydon

13A. PERFORMANCE
UPGRADING LONDON'S INFRASTRUCTURE

Project	Q4 2025-26	Q1 2026-27	Project overview
1.1 Policy and regulatory engagement and developing a refreshed London Infrastructure Framework	G	CG	The refreshed London Infrastruture framework consolidates insights from boroughs, utilities, developers and national regulators, ensuring London has a clearer, more coordinated basis for future infrastructure planning and investment. This project is now completed.
1.2 Address utility connection issues, pilot futureproofing and plan for major electricity demand users	G	G	Through partnership working between the Infrastructure Coordination Service and the New Homes Accelerator London programme, a pipeline of residential schemes facing utility connection constraints has been identified and strategic sites are being supported through targeted area-based interventions. This includes expanded work to address electricity capacity constraints in west London and developing partnership solutions in catchments where surface water drainage capacity is impacting housing delivery. Efforts have also focused on developing a whole-city partnership approach to coordinate data centre growth, with a strategic approach presented to and approved by the Mayoral Delivery Board (MDB) in June 2026.
1.3 Make more of London's busy places well connected with better mobile signal and easier access to public Wi-Fi	G	G	Work continued with data experts Ookla to finalise a study on real-world mobile coverage and capacity across high footfall locations, with the study set to be published in summer 2026. The London Office of Technology and Innovation has produced a report outlining the proposed delivery model for the wider rollout of Connected London Wi-Fi. Subject to approval, implementation will begin with boroughs, several of which have already indicated their interest.
2.1 Support whole-systems and area-based approaches to net-zero energy planning and delivery	G	G	The GLA maintained its support for Phase 2 Local Area Energy Planning for eight boroughs through the Zero Carbon Accelerator (ZCA), and continued to progress Local Area Energy Plan (LAEP) implementation studies focused+B5 on smart local energy systems in grid constrained areas, and delivery models for net zero technologies. Ongoing work also got underway to develop preferred governance models for heat network zoning in London, with initial engagement on zoning design in three Advanced Zoning Programme areas – City of Westminster, City of London and Old Oak and Park Royal Development Corporation (OPDC). Work progressing this workstream has shifted slightly to allow for engagement with stakeholders and for funding mechanisms to be properly designed. Delays with the government's progress implementing heat network zoning have also occurred, however overall the project is expected to remain on track.

13A. PERFORMANCE
UPGRADING LONDON'S INFRASTRUCTURE

Project	Q4 2025-26	Q1 2026-27	Project overview
2.2 Develop Subregional Integrated Water Management Strategies	G	G	The GLA is finalising the Pre-Integrated Water Management Strategy (IWMS) for Marsh Dykes in LB Greenwich and LB Bexley and commencing with early stage engagement to confirm the study area for the programme's final sub-regional IWMS. This is likely to be focussed on west London, subject to confirmation from participating boroughs.
2.3 Pave the way for investment in digital connectivity through market and borough engagement	G	G	To complement the evidence report produced in partnership with Ookla, a borough framework report has been drafted, setting out ten key actions and recommendations that boroughs can individually follow to unlock mobile investment. Digital leads across the sub-regional partnerships have supported the report through review and feedback. GLA teams are producing a city-wide mobile map which will show coverage and capacity data to inform boroughs where 'not-spots' are and investment is needed, which will support targeted conversations with industry. Two projects are now being delivered under Project Gigabit, with another 13 projects submitted to Building Digital UK.
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	Ofwat approved a joint GLA-Thames Water Innovation Fund bid, with £4.1m going to the GLA to deliver Phase 3 of our SuDS through Streetworks Market (SSM) development. Efforts also focussed on development of a consistent, pan-London governance structure for Lane Rental Schemes. This paper, which sets guidance to boroughs ahead of Scheme rollouts, was presented to the Mayoral Delivery Board (MDB) in June and approved. Deployment of a 'Dig Once' approach continues, with a new batch of 47 collaborative streetworks opportunities identified across London. Viability discussions will now take place with Thames Water, Affinity Water, Cadent, SGN, and UK Power Networks.
4.1 Fixing London's data plumbing	G	G	The Data for London team has, for now, concluded work on universal free school meals (UFSM) and is now building a single log-in system for the High Streets Data Service. In addition, the Data for London Library has been expanded to over 20,000 datasets.
4.2 Building and supporting digital and data services	G	G	London Data Week 2026 took place in July, with the GLA, as part of an all-women organising group across 7 major partners, providing venue support.

13B. FINANCIAL SUMMARY
UPGRADING LONDON'S INFRASTRUCTURE

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	2.7	3.3	3.3	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Upgrading London's infrastructure budget is expected to be fully spent by year end.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	0.1	0.2	0.2	0.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

Data for London is forecasting to spend the budgeted £0.1 million, plus the £0.1 million carry forward at year end under the Data for London Capital project.

14. SUPPORTING AND INSPIRING YOUNG LONDON

14. SUPPORTING AND INSPIRING YOUNG LONDON

SRO - ALICE WILCOCK
ASSISTANT DIRECTOR, CIVIL SOCIETY AND SPORT

Programme Performance Summary

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

As of Q1 2026-27, Supporting and Inspiring Young London (SIYL) projects have delivered in excess of 230,000 positive opportunities this mayoral term. These opportunities give young Londoners safe places to go, meaningful things to do, vital ways to stay healthy, and life-transforming chances to build skills and connections for future success.

The SIYL programme has continued to perform strongly during Q1, with most projects reporting Green status and delivering positive outcomes for young Londoners.

Universal free school meals (UFSM) remains a high-value offer for children and families across London, with plans now moving at pace for delivery of year four.

Strong performance continues across Violence Reduction Unit projects, enabling more young people to be safe and thriving. This quarter saw additional Multi Faith Network training sessions, a new cohort of sports interns recruited, and Rise Up exceed its reach target. The Parent Carer Champion Network concluded, having reached more than 47,000 parents and carers, while Bambu completed delivery having supported 565 children and young people affected by domestic abuse. PRU and Alternative Provision mentoring is now operating in 29 boroughs and has reached 2,005 young people, while the Rights Respecting Schools partnership continues to expand, with 22 new schools registered during the last term.

Holiday Hope continued to support young people to thrive during school holidays with activity over May half-term including cooking, and employment and skills sessions. Preparations for summer 2026 are underway, with the intention for an increased focus on employability. Young people have been enabled to maintain good physical and mental health, with more than 870 school staff trained through the Mayor's Mental Health in Schools project. Additionally, more than 200 mentors and youth professionals received training and support during this quarter.

Across sport and physical activity, opportunities for young people continue to grow. NBA Court-Time has been extended until summer 2026. Meanwhile, plans are progressing for the next phase of the Mayor's partnership with the NBA through the London Coaches Programme 2.0, which will train 180 coaches and support 90 of them into paid coaching roles. Working with the Lawn Tennis Association, Rally Together London has also continued to build momentum through community partnerships, activator training and increased participation opportunities.

April saw the Mayor announce plans to invest over £30 million to deliver a late night youth club in every London borough - the biggest ever single investment in youth clubs in the capital. The mobilisation of this investment is now underway, while work continues to shape future opportunities for youth engagement across the GLA.

14A. PERFORMANCE
SUPPORTING AND INSPIRING YOUNG LONDON

Project	Q4 2025-26	Q1 2026-27	Project overview
1.1 Universal free school meals (UFSM)	G	G	The universal free school meals (UFSM) project performed very well during Q1 2026-27. UFSM continues to provide free school meals to young Londoners and families within Key Stage 2 settings. It remains a key priority and continues to demonstrate strong value for money.
2.1 VRU Positive Opportunities - expanding access to positive opportunities for young people	G	G	The Multi Faith Network saw a growth in demand for its training programme, with high levels of sign up for online and in-person sessions across the faith sector. The Sports project has recruited and onboarded its latest round of sports interns for12 month placements. The Young Persons Action group continues to work closely with London's Violence Reduction Unit (VRU) and partners including Ofcom and the Department for Education (DfE) to influence policy and systems change. Rise Up has commenced final cohorts within the contract term, and so far has exceeded reach with over 237 practitioners engaged.
2.2 VRU Families - developing stronger and more resilient families	G	G	The Parent Carer Champion network programme has concluded, with 47,000 people reached. The majority of parents/carers reported feeling more confident in their parenting and more aware of available services and support. Therapeutic support for children and young people impacted by domestic abuse (through the Bambu Project) also completed its final quarter of delivery, successfully ensuring all young people remaining on the waitlist were offered support before the end of contract and reaching 565 young people overall. Finally, the Strengthening Fathers programme continues to make positive progress in its contract extension, providing safe spaces, one-to-one support, and community activities to enhance fathers' wellbeing, confidence and relationships.
2.3 VRU Education - promoting healthy relationships and reducing exclusions and disengagement in education	G	G	All VRU Education projects have made strong progress in improving inclusion, wellbeing and targeted support for vulnerable young Londoners. Difference Matters delivered sustained engagement across all 16 schools last term, with each school regularly holding youth voice group meetings to shape delivery and ensure action plans are needs centred. Delivery for Pupil Referral Units and Alternative Provision Mentoring continues to be positive, running in 29 London Boroughs and reaching 2005 young people to date. Talk Matters, ending in July 2026, has exceeded reach and outcomes expectations. Finally, the UNICEF rights respecting schools partnership continues to scale, with 22 new schools registered in the last term.
2.4 Holiday Hope, youth focused activity & youth schools	G	G	Holiday Hope delivery continued in Q1, with activity over the May half-term including cooking, and employment and skills sessions. Preparations for summer 2026 are underway, with the intention for an increased focus on employability. 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 2025-26	Q1 2026-27	Project overview
3.1 Supporting a whole school approach to mental health in secondary schools	G	G	The project has continued to make strong progress. Universal, specialist and targeted training continues to be scheduled and delivered, with over 870 school staff trained. We have continued to support the two newer schools (selected in Q4 2025-26), with one now up to speed with the wider cohort. Planning for the 'Celebrate, Learn and Share' event was a key focus in Q1, while Implementation Group and Leadership Link meetings also supported collaboration and shared learning for school and borough leaders. The Deputy Mayor for Children and Families visited another school and evaluation activity also remains on track, with a baseline and early implementation report submitted as planned, which will provide a robust foundation for the final report (due March 2027).
3.2 Mentoring support for young people	G	G	Final mentoring projects funded through New Deal for Young People (NDYP) were delivered in Q1, with a total of 140,000 young people accessing quality mentoring across the lifetime of the programme. The NDYP evaluation and storytelling toolkit has been finalised and disseminated to share good practice internally and externally. All elements of the Mental Health Training Pilot are now in delivery and over 200 youth mentors/professionals have received training and support in Q1, and over 340 to date. Training includes Youth Mental Health First Aid training, trauma informed practice training and a successful peer mentoring programme in four colleges which has led to student outcomes including improved confidence, interpersonal skills, and engagement in learning - Year 2 of programme to be approved.
3.3 Analyse access to sports facilities and spaces and places for young Londoners	G	G	Q1 saw the NBA Court Time programme be extended through to the end of summer 2026. This project provides free/low-cost access to basketball courts during holiday times in six targeted boroughs. The LB Sutton pilot with People and Places (a leisure operator) has been extended to the end of September 2026, to allow for additional engagement over the project lifespan.
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 working with major American sports organisations continues to strengthen. As part of the ongoing NBA partnership, the' London Coaches Program 2.0' will launch for a further three-year period. The programme aims to train 180 coaches, with at least 90 progressing into paid roles, creating sustainable employment pathways and strengthening community impact. It will also provide club grants to support local recruitment and aims to engage 50,000 young people through initiatives such as NBA Court Time and informal basketball sessions. The enhanced programme will broaden its training offer to include officiating, statistics and business skills, delivered in partnership with organisations including the NBA.

14A. PERFORMANCE
SUPPORTING AND INSPIRING YOUNG LONDON

Project	Q4 2025-26	Q1 2026-27	Project overview
3.5 Develop a strategic partnership with the Lawn Tennis Association (LTA)	G	G	Working with the Lawn Tennis Association, Rally Together London continues to progress well, building on the strong foundations established during the first phase of delivery. Recent highlights include a successful Queen's Club activation event, bringing together 18 community organisations to strengthen partnerships and community engagement. The project also delivered a flagship event in Trafalgar Square, attended by the Deputy Mayor for Communities and Social Justice, showcasing its growing reach and impact across London. Activator training has been launched to support the Barclays Free Park Tennis sessions, expanding the community workforce and increasing local delivery capacity. Strong collaboration with partners, growing community participation, and continued progress across all strands demonstrate positive momentum.
3.6 Support London's schools and nursery communities (Healthy Schools LDN)	G	G	Quarter 1 activity centred on three key strands: (1) sustaining and strengthening borough-level engagement and learning networks to support ongoing project delivery and shared learning; (2) maintaining and enhancing the website and project resources, ensuring a positive user experience and responding to emerging feedback and requirements; (3) progressing the development of the website support offer, informed by Borough Lead feedback and aligned with the agreed priorities and implementation plans for 2026-27.
4.1 Explore opportunity to create an Erasmus-style scheme for young Londoners	G	CG	Feasibility research was completed and published in December 2025. This Mayoral priority activity has now been completed. HM Government has since announced rejoining Erasmus+. Currently engaging with the Depart for Culture, Media and Sport (DCMS) on policy activity. Currently no operational or funding activity 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	Delivery in 2026-27 is expected to be a strong as the excellent performance in 2025-26, especially considering the context of in-year growth in the last financial year. Providers have embedded relationships and grant agreements were signed in advance of the start of the delivery year. There has been strong stakeholder engagement across the work, with the Assistant Director for Skills and Employment Delivery conducting a joint visit with the Deputy Mayor for Business to the Shaw Trust within the quarter.
4.3 London Youth Guarantee Trailblazer	A	G	The Youth Guarantee Trailblazer delivered its full allocation in 2025–26 and is on track to do so again in 2026–27, with strong progress across all workstreams. Year Two output and outcome targets — alongside agreed DWP delivery milestones — are expected to be met, as every strand is now in delivery or advanced development, therefore the rating has now moved from Amber to Green. The project is already generating tangible benefits for young people, including improved access to employment support, clearer progression pathways and stronger cross-borough coordination. Some pan-London elements are affected by wider central government activity, particularly the Milburn review and national data-sharing reforms, which may influence the GLA's ability to deliver specific components. However, overall delivery remains on track and outcome performance is strong.

14A. PERFORMANCE
SUPPORTING AND INSPIRING YOUNG LONDON

Project	Q4 2025-26	Q1 2026-27	Project overview
5.1 Go! London	G	G	Quarter 1 saw the GO! London Fund pilot innovation by awarding £1 million to organisations working to improve climate literacy and awareness among young people, while encouraging creative approaches to using non-traditional spaces for the delivery of sport and physical activity. In addition, the Fund has launched a £1 million impact partnership with the NFL, further strengthening its ability to engage young people and expand opportunities for participation in sport across London.
5.2 Youth engagement & partnership	G	A	Quarter 1 saw delivery of the Peer Outreach Workers and Lynk Up Crew temporarily paused while the review of youth-engagement delivery mechanisms is underway - as a result the RAG rating has moved from Green to Amber. During this period, the team are using insights from the projects to shape a stronger, more effective model for future engagement. The pause also provides an opportunity to rethink approaches that will create more high-quality paid opportunities for young people and ensure their experiences continue to inform the GLA's work in a meaningful and sustained way.

14B. FINANCIAL SUMMARY
SUPPORTING AND INSPIRING YOUNG LONDON

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	172.9	173.3	167.2	-6.1
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Supporting and inspiring young London programme is currently forecasting to be £6.1 million underspent by year end; this underspend is all within the universal free school meals (UFSM) project. UFSM is still delivering for all eligible school children in London; however, the latest position shows that there are fewer eligible children than forecast.

CORE ENABLING SERVICES

CORE ENABLING SERVICES
PROGRAMME PERFORMANCE SUMMARY

DIANNE TRANMER
EXECUTIVE DIRECTOR, CORPORATE RESOURCES AND BUSINESS IMPROVEMENT

Corporate Resources and Business Improvement (CRBI) performed strongly in Q1, our services continuing to support the effective operation of the GLA in delivery of the Mayor's priorities.

Facilities Management achieved 98% compliance against outsourced contract KPIs, recorded zero RIDDOR-reportable accidents, and maintained progress on both the Palestra relocation and delivery of a net zero estate. For **People Function**, increasing BAME representation at senior levels remains a priority, with performance below target at Grade 10+ and Senior Leadership Team level. **HR Shared Services** maintained strong performance, with four of five service level measures exceeding target. As the reporting SLA remains below target, works continues to review and improve processes. **Information Governance** responded to 92% of FOI requests within statutory deadlines and one data breach required notification to the Information Commissioner's Office, with no further action required. **Digital and technology services** performed strongly, including community engagement and grant payment performance exceeding targets.

CRBI will continue to focus on strengthening organisational resilience, delivering major accommodation and digital projects, improving workforce diversity at senior levels, and ensuring provision of high-quality corporate services.

CHANDRU DISSANAYEKE
EXECUTIVE DIRECTOR, STRATEGY AND COMMUNICATIONS

Strategic Partnerships continued engagement with the government and partners in Q1, to support London's devolution and growth ambitions, including implementation of new powers secured through the English Devolution and Community Empowerment Bill.

External Relations continued to deliver communications activity across owned, earned and shared channels. Following a temporary pause during the pre-election period, activity returned to business as usual after the May local elections. Performance exceeded expectations, with 61% of Londoners reporting that they had seen or heard about the Mayor's work.

The Fire team supported the Deputy Mayor for Planning, Regeneration and the Fire Service's oversight of the London Fire Brigade ahead of its forthcoming inspection, while progressing summer safety and lithium-ion battery campaigns, strengthening water safety partnerships, and supporting delivery of the Brigade's new headquarters.

City Intelligence delivered key projects to support data-driven decision making, including launching London's first Digital Public Infrastructure project, supporting a major strategic licensing consultation, and developing an economic dashboard to help boroughs and sub-regional partnerships shape economic development strategies.

FAY HAMMOND
CHIEF FINANCE OFFICER

Performance in Q1 demonstrates continued strength in the GLA's financial management and control environment.

The overall financial position remains sound. At this early stage of the financial year, revenue expenditure is reporting an underspend of £14.3m (3.1%), while capital expenditure is reporting an overspend of £12.2m (0.5%). These variances will continue to be closely monitored as 2026-27 savings targets are delivered and £121.3m of additional investment in Mayoral priorities is implemented.

The annualised investment return remains above target at Q1, while performance over the rolling three-year period continues to track the benchmark, reflecting the effectiveness of the long-term investment strategy.

Operational performance also remained strong. 96 per cent of SME invoices were paid within 10 working days, helping to support London's small business economy. Performance against the 30-day payment target remained stable at 87 per cent, consistent with Q4, and work continues to improve performance further.

Looking ahead, the CFO Directorate remains focused on safeguarding the organisation's financial resilience, maintaining strong governance and risk management, and ensuring resources are deployed efficiently in support of the Mayor's priorities.

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	YTD	Q4 2025-26	Q1 2026-27	Notes
BAME staff overall	**42%***	**40%**	A	A	The proportion of staff from Black, Asian and Minority Ethnic backgrounds remains below target. The current level of BAME staff representation varies across directorates, ranging from 11% to 56%.
BAME – Grade 10 and above	**42%***	**30%**	R	R	The proportion of staff at Grade 10 and above with a known ethnic background from Black, Asian and Minority Ethnic backgrounds remains below target, consistent with Q4 25-26.
BAME staff within SLT	**42%***	**27%**	R	R	The proportion of staff in the SLT that are from Black, Asian and Minority Ethnic backgrounds is below target. However, there has been an increase of 4% since Q4 25-26. Focused work is underway through our EDI and Pay Gap action plans to meet this target.
Disabled staff overall	**15%***	**15%**	G	G	Where disability status was known, the proportion of disabled GLA staff surpasses the revised benchmark of 15%.
Disabled staff – Grade 10 and above	**15%***	**17%**	G	G	Where disability status was known, the proportion of disabled GLA staff surpasses the revised benchmark of 15%.
Disabled staff within SLT	**15%***	**15%**	G	G	Where disability status was known, the proportion of disabled GLA staff surpasses the revised benchmark of 15%.
Female staff overall	**46%***	**65%**	G	G	The proportion of female staff at the GLA remains above target.
Female staff – Grade 10 and above	**46%***	**59%**	G	G	The proportion of female staff at Grade 10 and above remains ahead of target.
Female staff within SLT	**46%***	**58%**	G	G	The proportion of female staff in SLT remains above target.
Staff turnover (Overall)	**5-14%**	**12%**	G	G	Turnover has increased by one percentage point since the last quarter, but is still within target range.

**GLA staff diversity benchmarks have been revised. Now reporting against female, disabled and BAME proportions of London's economically active population.*

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	YTD	Q4 2025-26	Q1 2026-27	Notes
London.gov.uk: % time website is available for use	**99.95%**	**99.99%**	G	G	Actual site availability achieved 99.99% in Q1, exceeding the target of 99.95%. During June, the site experienced a single outage lasting approximately two minutes, with services restored promptly and minimal internal and external user impact. Overall performance reflects strong operational stability, effective monitoring, and timely incident response, resulting in consistently high service reliability.
Community engagement: members taking part (rolling 12 month average)	**1,000**	**1,898**	G	G	Overall number of people taking part per campaign is looking healthy. We've had some high profile campaigns over the last 12 months, including our most recent AI campaign on behalf of the Mayor's new taskforce. Note: the target of 1,000 participants is a rolling average per campaign.

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	YTD	Q4 2025-26	Q1 2026-27	Notes
OPS - payments that have moved from authorised to cleared within 3 days	**90%**	**93%**	A	G	Excellent performance in Q1, surpassing target.

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	YTD	Q4 2025-26	Q1 2026-27	Notes
GLA Office 365: % time services are available	**100%**	**100%**	G	G	Full availability in Q1.
Corporate Wireless Network: % availability	**100%**	**100%**	G	G	The corporate wireless network was reported as 100% available during Q1.
Cyber security: essential software updates applied to our systems and infrastructure	**100%**	**100%**	G	G	Device updates are provided through the Evergreen process for all OneLondon devices. The take-up of the updates has been closely monitored to ensure compliance against security posturing for access to the OneLondon platform.

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	YTD	Q4 2025-26	Q1 2026-27	Notes
Employee payments - service requests meeting SLA	80%	100%	G	G	The Employee Payments team continue to exceed the KPI.
Employee services - service requests meeting SLA	80%	88%	G	G	The Employee Services team have worked hard to ensure that they continue to meet the SLA in the majority of cases.
Learning and development (L&D) - service requests meeting SLA	80%	96%	G	G	The L&D team continue to exceed the KPI.
Reporting - service requests meeting SLA	80%	50%	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, and further work continues through the HR Shared Service review meetings to agree an appropriate performance measure going forward.
Service management - calls answered meeting SLA	80%	87%	A	G	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 undertaken training to help support GLA calls, which in turn has allowed more cover during busy periods and the SLA target is now being surpassed.

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	YTD	Q4 2025-26	Q1 2026-27	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.

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	YTD	Q4 2025-26	Q1 2026-27	Notes
City Hall and Trafalgar Square capital projects completion	100%	15%	G	G	Capital projects for 26-27 for City Hall include: MEWP door replacement, AHU optimisation, and restoration works. Natural ventilation programming is the main works underway, alongside annual restoration work at Trafalgar Square.
City Hall Recycling	80%	76%	G	A	Recycling rates have dropped slightly since the previous quarter, meaning the 80% target is currently being missed. To improve rates, a staff engagement project will be reinstated.
Outsourced facilities management services - contract KPIs met	90%	98%	G	G	KPI targets met by all contractors and suppliers.
Reportable RIDDOR accidents at core GLA sites	0	0	R	G	No RIDDOR incidents so far in 2026-27.
City Hall & Union Street are available for staff to use	100%	100%	G	G	City Hall and the Squares have 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	YTD	Q4 2025-26	Q1 2026-27	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 the supplier. The technical design for the refurbishment project is being finalised.
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	YTD	Q4 2025-26	Q1 2026-27	Notes
Achieve Net Zero for GLA leased and managed accommodation	Q3 30-31	Q3 30-31	G	G	New Green Energy contract signed and in operation, PPA is on track. Slight delay with the vent project, due to malfunctioning actuators.
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	YTD	Q4 2025-26	Q1 2026-27	Notes
Completion of public safety improvements for Trafalgar Square	Q4 26-27	Q4 26-27	A	G	The planning application is being finalised.

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	YTD	Q4 2025-26	Q1 2026-27	Notes
Freedom of Information requests: responded to within 20 working days	**90%**	**92%**	G	G	218 of 239 FOI cases responded to within 20 working days in Q1.

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	YTD	Q4 2025-26	Q1 2026-27	Notes
GDPR: Data breaches that that are notifiable to the Information Commissioner's Office (ICO)	**0**	**2**	R	R	One incident in Q1 required notification to the ICO (considered low for an organisation the size of the GLA). Disclosure to a data subject access was made with the content not fully redacted - due to a related error on Adobe and witness names (5 staff members in total) were disclosed in error. The issues with Adobe were reported and were resolved with the latest IT update. The ICO closed the case without any recommended actions.
GDPR: Data breaches within the GLA	**10 or fewer**	**17**	A	A	There were four data breaches in Q1. However, for an organisation the size of the GLA, a target of ten or fewer breaches over a year is not inconsiderable.

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	YTD	Q4 2025-26	Q1 2026-27	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%**	**61%**	G	G	Continued to deliver through all channels, with the exception of the mandated pause during the pre-election period. Following the London local elections in May, we returned to business as usual.

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	YTD	Q4 2025-26	Q1 2026-27	Notes
90% of correspondence is responded to within 20 working days	**90%**	**86%**	A	A	Over the quarter, correspondence performance improved from 82% in March to 87% in both April and May, before dropping to 84% in June, overall demonstrating recovery and stabilisation following a challenging period. While performance remains below the 90% target, overdue cases reduced significantly and overall consistency improved. To support further progress, a number of initiatives are being introduced, including enhanced performance monitoring, earlier intervention on older cases, stronger escalation processes, increased engagement with Directorates, and the work of the newly established Change Project Group. Together, these measures aim to embed greater accountability, improve case management practices, and deliver sustained performance above the corporate target.
We have delivered 150 educational visits per year with positive feedback from participants	**150**	**49**	G	G	On track to achieve the annual target, with Q1 performance slightly above expectations.

STRATEGY & COMMUNICATIONS (S&C): CITY INTELLIGENCE UNIT

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	YTD	Q4 2025-26	Q1 2026-27	Notes
Data for London (DfL) Datastore active users across all datastore and DfL pages	**8,000 (per month)**	**6,787**	G	A	Traffic has been steadily dropping since “AI Overview” features have been launched in common search engines. This is consistent across all of the GLA’s digital platforms. A workstream responding to AI search impacts has been convened.

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	YTD	Q4 2025-26	Q1 2026-27	Notes
Forecasting accuracy: variance of forecast outturn against net revenue budget	**+/- 10%**	**-3.1%**	G	G	£14.3 million forecast underspend equates to -3.1% against full year budget.
Forecasting accuracy: variance of forecast outturn against revised expenditure capital budget	**+/- 10%**	**0.5%**	G	G	£12.2 million forecast overspend equates to 0.5% against full year budget.
Investment income against budget	**£88.3m**	**£30.05m**	G	G	Interest receivable outperformed the budget in Q1.
Investment income performance (expressed as an annualised excess above the UK’s core overnight interest measure)	**0.40%**	**0.44%**	A	G	Investment rate of return outperformed the target of 0.40% in Q1
SME invoices paid within 10 working days	**90%**	**96%**	G	G	436/456 (96%) SME invoices paid within 10 working days in Q1.
All invoices paid within 30 days	**90%**	**87%**	A	A	3831/4380 (87%) invoices paid within 30 days in Q1. This is consistent with Q4 25-26.

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	**YTD**	**Q4 2025-26**	**Q1 2026-27**	**Notes**
Planning decisions: Stage 2 Referrals responded to in time	**100%**	**93%**	**A**	**A**	In Q1, 93% of Stage 2 cases met the statutory deadline . There were two late cases, due to the 14 day statutory timeframe ending on a bank holiday. When the Mayor of London Order is revised later this year, the timeframes will be amended to be based on working days.
Planning decisions: Stage 1 Referrals responded to in time	**75%**	**63%**	**R**	**R**	63% of Stage 1 reports were issued in time in Q1, which represents an increase on the previous quarter figure of 59%. We continue to have the highest number of call-in cases on record and have ensured that these remain a high priority. There have been some workload pressures linked to recruitment delays, which has led to extended timescales in casework.
Planning income: Pre-application fee income secured	**£1.7m**	**£684k**	**A**	**G**	If performance over the rest of the 2026-27 is similar to Q1, the pre-application income target is likely to be surpassed. Should income exceed the £1.7m target, in line with the regulations that allow a charge for the service, any excess income will be moved to the Planning Reserve at the end of the financial year.

FINANCIAL SUMMARY
CORE ENABLING SERVICES

Revenue

Significant programme variances

There is a forecast overspend of £4.0 million across 'Core' budgets:

- £2.7 million is due to a review of recharges to GLAP for support from GLA teams that has been completed and has resulted in a lower amount than budgeted being recharged
- £0.6 million pressure against the Digital Experience Unit's saving target which is not deliverable at this point. The digital team is looking for savings opportunities across the directorate
- £0.5 million of pay pressures from agency costs in Group Finance (£0.2 million) and Financial Services (£0.3 million)
- £0.4 million increase in IT shared service costs due to inflationary pressures confirmed by TfL at 2.5% as well as additional cost of licences. The year-to-date position shows underspends of £2.8 million against shared services due to invoicing delays from TfL. The purchase orders have been set up, and invoices are expected by Quarter 2
- £0.2 million of underspends from small variances across the business units

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	99.1	102.0	106.0	4.0
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Project grouping detail - (£million) - Net

Q1 Position	Original Budget	Revised Budget	Forecast	Variance
Enabling services	63.8	65.5	69.5	3.9
Teams supporting strategic work	12.7	14.0	14.0	0.0
Teams fulfilling statutory obligations	6.6	6.6	6.6	0.0
Other	16.0	16.0	16.0	0.0
Core enabling services total	**99.1**	**102.0**	**106.0**	**4.0**

FINANCIAL SUMMARY
CORE ENABLING SERVICES

Capital

Significant programme variances

Core Enabling Services is forecasting an £0.5 million overspend on the budgeted £42.7 million, plus a £0.3 million carry forward from Technology Group under the PC Laptop Replacement and Printer projects. This is to cover the Windows 11 hardware contingency and future proof the meeting room tech at Palestra and meeting room screen and Citrix systems from TfL. It is proposed that budget will be reprofiled from 2027-28 to 2026-27 for this overspend.

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	52.1	42.7	43.2	0.5
Q2	-	-	-	-
Q3	-	-	-	-
Q4	-	-	-	-

Project grouping detail - (£million) - Gross

Q1 Position	Original Budget	Revised Budget	Forecast	Variance
Enabling services	7.1	9.7	10.2	0.5
Teams supporting strategic work	0.0	0.0	0.0	0.0
Teams fulfilling statutory obligations	0.0	0.0	0.0	0.0
Other	45.0	33.0	33.0	0.0
Core enabling services total	**52.1**	**42.7**	**43.2**	**0.5**

MAYOR OF LONDON

Need this document in an accessible format?

If you use assistive technology (such as a screen reader) and need this document in a more accessible format, please contact us via our online form at **https://www.london.gov.uk/contact-us-form** and tell us which format you need.

It will also help us if you tell us which assistive technology you use. We'll consider your request and get back to you as quickly as we can.