HELPING LOCAL ECONOMIES TO THRIVE – DELIVERY PLAN

Introduction

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

- High streets and town centres are thriving across London.

The London level outcome will be measured by:

High streets and town centres are thriving across London	• The percentage of high streets and town centres that saw an increase in footfall on the previous year • The percentage of high streets and town centres that saw an increase in real terms spend on the previous year • The vacancy rate of retail premises on high streets (percentage)

The mandate also makes it clear that this programme should make a substantive contribution to a wider set of London-level outcomes: stable, long-term growth benefits all London's communities; Londoners have access to good work; Londoners feel able to take part in the city's cultural life; London is a world leading global city; Londoners live in neighbourhoods that are well planned and designed; and London is a net zero carbon city.

Setting out the scale of the challenge

The London Growth Plan makes clear how the shape of the London economy is changing, with thriving high streets, town centres and other local hubs of economic activity contributing to London's overall growth potential, already accommodating 41 per cent of all of London's businesses, often small and medium sized enterprises (SMEs). These places can create and sustain jobs and embed economic opportunity at the heart of our diverse communities and play an important role in building cohesion at local level by providing accessible and safe environments. They can also play a valuable role for some of London's growth sectors including the creative industries and the green economy.

At the same time, we recognise that challenges exist and there are barriers, of varying scale and nature, that are limiting the potential of what our high streets can offer to Londoners.

Faced with rising costs of doing business and increasing competition (including via online platforms), SME companies often need support to take risks to innovate and invest, without which significant growth in employment and productivity is difficult. Small businesses that make London's high streets and local economies tick can struggle to **access the support and advice that they need to thrive**, and we also know that for some business owners –

including women, people with disabilities and those from Black, Asian and minority ethnic backgrounds – these barriers can be even harder to overcome.

This delivery plan therefore seeks to improve access to free support and advice for SMEs, and to ensure that it reaches the widest range of diverse-led businesses, to level the playing field for underserved small businesses across the everyday economy.

Alongside this, **the increasing cost of land and property is acting to squeeze out affordable workspace.** This creates another barrier for small businesses and for the community and cultural uses which play an important role in the vibrancy of our local centres. This is not due to a lack of potential premises – perversely, changing patterns of work and shopping are contributing to a higher number of high street vacancies – but to challenges in matching supply to demand and overcoming the high capital costs required to adapt properties to new uses.

To overcome these barriers, this plan will focus on innovative approaches to secure, improve and promote new workspace. It will seek to match potential premises with tenants, while also providing advice in key sectors for those whose existing premises may be most at risk.

As well as the challenges for individual businesses, many of **London's high streets are having to deal with wider challenges** driven by the UK's macroeconomic situation and widespread shifts in shopping and leisure patterns as well as the long shadow of post-pandemic impacts.

Unless we can mitigate those risks, there is a danger in many places of losing the mix of independent businesses, community and cultural uses, affordable workspace, quality public realm and local services that characterises a successful neighbourhood. **Under-investment in the quality of our high streets and stretched capacity at local level around town centre management** have, however, acted as major barriers to addressing these issues. This delivery plan seeks to address these through capacity building and targeted investment in tangible interventions which can act as a cornerstone for improvement across the city.

Finally, this plan does not just deal with what happens during the day. After dark, our high streets should shine. Instead, **many of London's key nightlife districts are at risk of no longer fulfilling their potential as vibrant and inclusive destinations**, due to changing lifestyles and restrictive regulation (particularly on licensing). A comprehensive review of the opportunities and threats to London's nightlife sector is needed. This will improve confidence that London has a strong and sustainable nightlife sector and safeguard its position as an attractive, thriving 24-hour global capital. This includes identifying the changes required to licensing regulation in London to support thriving hospitality, culture and nightlife businesses.

Delivering the outcomes through helping local economies to thrive

To respond to the challenges set out above, we have identified four core strands under which we will group together project activity to help London's local economies to thrive. These are:

1. providing support and creating space for small business, communities and culture
2. delivering exemplar capital projects to enhance placemaking
3. building capacity and capability at local level
4. supporting London's nighttime economy to thrive.

In terms of support for small businesses, significant advice and support for SMEs is available in London, but it is fragmented and hard to navigate. A single-front door, combined with local outreach, can address this. There are particular challenges for the cultural and creative industries, however, which – in comparison to other growth sectors – are more likely to be rooted in high streets and local economies, and which are dependent on access to particular types of workspace (i.e. studio and production facilities). There is therefore a case for more targeted support from the GLA for this sector, to protect and enhance the local infrastructure on which it depends.

While the scale of any GLA-funded capital programme will necessarily be limited, there is scope to use targeted investment to demonstrate the potential for well-designed interventions, which can act as effective exemplars for other potential delivery partners and provide and evidence and learning for a wider group (disseminated through the GLA's networks). The GLA can also facilitate match funding, development support and partnership formation in order to further enhance the quality and strengthen the impact of any such projects. The most effective capital programmes, however, require stable, long-term funding and we will continue to both make the case to the government and explore other options to achieve this.

The GLA is uniquely positioned to take a pan-London approach to addressing borough and partner capacity constraints, which are becoming an increasing issue in delivering effective regeneration of high streets, town centres and local economies, by using its convening power to maintain and expand professional networks for peer support, capacity building and dissemination of learning (drawing on experience from the GLA's capital programmes). In parallel, the GLA can coordinate across London to enable better access to data and other services – enabling more cost-effective purchasing of data at scale and providing dedicated expertise and analytical capability that would not be achievable at an individual borough level.

The GLA has long had a role in supporting and coordinating activity to strengthen London's 24-hour economy – making use of its public profile, planning powers and strengths as a convening body (including with boroughs, the Metropolitan Police Service and businesses). It is now seeking to build on that with a more targeted focus on the nightlife sector, which will be informed by the recommendations of its Nightlife Task Force, providing deep insight and legitimacy with industry. As a strategic regional authority, the GLA can also bring a much-needed cross-London perspective to licensing policy, balancing local impacts with the wider benefits for London's economy and its reputation as a visitor destination.

This entirety of this delivery plan will be delivered alongside broader efforts (covered in the Making Best Use of Land delivery plan) to ensure the Mayor is fully leveraging his planning powers to create a strategic spatial development framework that enables local economies to thrive. This will be balanced with addressing the housing crisis and shaping a more sustainable and inclusive built environment for London.

Through all aspects of this delivery plan, we will support partners in activating underused spaces on high streets and in town centres – such as through events and meanwhile uses – to bring places to life and unlock their potential.

GLA delivery plan

This delivery plan is about helping local economies to thrive, ensuring that Londoners, its entrepreneurs, its community and cultural groups and its small businesses have opportunities in and a positive experience of the economy in their local area. There are four key strands:

1. providing support and creating space for small business, communities and culture
2. delivering exemplar capital projects to enhance placemaking
3. building capacity and capability at local level
4. supporting London's nighttime economy to thrive.

1. Providing support and creating space for small business, communities, and culture

1.1 *Helping small businesses access the support they need.* The GLA will provide free support and advice to level the playing field for underserved small businesses in the local foundational economy including cooperatives and mutuals. This will be funded through the existing Grow London Local platform. This work, which is led by London & Partners (L&P), will include an online library for events, support programmes and expert-led content. The work will include personalised recommendations via a Business Success Check and free consultations with a Business Support Manager. Due to the potential loss of external funding from 2026-27, the delivery plan only contains milestones for the current financial year, with targets to be set for future years as appropriate in the light of the GLA's finalised 2026-27 budget.

The GLA has also deployed a proportion of its 2025-26 UKSPF allocation to commission the delivery of a one-year business growth programme open to all businesses. A range of providers have been commissioned to help businesses to adopt digital tools and techniques, enhance supplier readiness, boost productivity through innovation and operate sustainably.

The GLA is working with L&P on its development of a new Business Support Strategy for London, which will respond to the new national Small Business Strategy, fulfilling an important action in the London Growth Plan. It is also carrying out work to define any future role in supporting London's social economy.

We will know this project has succeeded when:

a) London's vibrant and diverse SME sector can access the support it needs to grow, with high levels of business creation.
b) 23 businesses with improved Productivity
c) 71 businesses with improved Practice

Expected delivery:

a) completion of UKSPF and DBT Growth Hub funded delivery by Q4 2025-26
b) delivery of UKSPF funded business support to 4,000 businesses, leading to 700 new jobs created by Q4 2025-26
c) publication of updated Business Support Strategy by Q4 2025-26
d) creation of policy paper on options for GLA's role in boosting London's social economy by Q4 2025-26.
e) completion of Grow London Local grant funding agreement by Q1 2026-27
f) Delivery of business support to 13,642 businesses by Q4 2026-27

1.2 *Developing a cross-London network of Creative Enterprise Zones*. The GLA will deliver the Creative Enterprise Zone (CEZ) network to drive local growth by securing permanent, affordable workspaces for creative sector businesses.

The CEZs will provide tailored business support and expand access for Londoners to develop creative sector skills and pursue new career opportunities. The GLA will provide support and expertise to local authorities and work with them to embed Creative Enterprise Zone policy in local plans and frameworks.

We will know this project has succeeded when:

a) creative jobs and businesses in the Creative Enterprise Zones have increased access to affordable and permanent workspace and experience growth, including in their annual turnover.

Expected delivery:

a) re-accreditation of nine Creative Enterprise Zones in 2025-26
b) re-accreditation of three Creative Enterprise Zones in 2026-27.

1.3 *Helping small businesses access and retain the space they need*. The GLA will work to explore how the activation of vacant high street units could be delivered through a new Civic Estate Agency. This includes looking at how this could align with new powers at local level to require high street rental auctions. We will secure affordable space in new development through the existing Creative Land Trust and the Culture, Community Spaces at Risk projects and provide bespoke support to cultural and community organisations to ensure their long-term sustainability.

1.4. 639 High Road Tottenham. To provide space and support for small businesses, start ups, and entrepreneurs alongside supporting young people, community business and local economic development in Tottenham. The property is undergoing a programme of essential capital works deemed necessary to maintain its safe operation and continued service delivery over the long term and to ensure the building and wider

local economic development endeavour can attract future operators. A new MD will be drafted in 2026 to approve an updated forward strategy

We will know this project has succeeded when:

a) the Civic Estate Agency pilot activities have identified priority areas for intervention which could be scaled up to city-scale with continued investment
b) SMEs and cultural and community organisation have increased and increasingly secure access to affordable space, delivering a vibrant range of uses and services, including from previously vacant units and buildings.

Expected delivery:

a) Civic Estate Agency pilot project activity complete by Q2 2026-27
b) quarterly monitoring of Culture, Community Spaces at Risk registrations (against a baseline of 40 organisational registrations each year) to understand trends affecting the sector, until Q4 2027-28
c) one additional premises acquired and one new building open by Q4 2027-28 through the Creative Land Trust.
d) The Culture and Community Spaces at Risk service is expanded to include pubs, nightlife venues and other licensed premises – Q4 2026-27
e) 639 High Road Tottenham continues to operate with a social impact/community benefit purpose, providing affordable space for SMEs and cultural and community organisations.
f) GLA to consider its ongoing role with the 639 High Road Tottenham building by Q2 2028-29

2. Delivering exemplar capital projects to enhance placemaking

2.1 *Completing the Good Growth Fund and Civic Partnership Programme*. The GLA will complete the delivery of Good Growth Fund and the Civic Partnership schemes, providing a range of exemplar development across London's high streets and town centres. We will disseminate learning to establish new professional practice through our Capacity and Leadership Networks (see also section 3.1) and will also carry out qualitative and quantitative evaluations of these programmes to measure their impact at local and city-scale.

We will know this project has succeeded when:

a) a series of high quality, innovative demonstrator projects has been delivered which can be demonstrated to have had measurable positive impact and to be influencing wider delivery across London by others.

Expected delivery:

a) Good Growth Fund: 12 remaining projects opened / all 79 projects complete by Q3 2025-26
b) Good Growth Fund programme evaluation complete, confirming city-wide impact including over 200,000 sqm public realm created or improved, over 42,000 sqm of commercial space created or improved, over 150 vacant units brought back into use, and over 2,900 jobs created or safeguarded by Q4 2025-26
c) five projects completed in the Civic Partnership Programme and over 24,000 sqm of public realm and green space improvements delivered, 220 trees planted, 800 sqm of civic or commercial space improved and over 3,500 volunteering opportunities created by Q4 2026-27
d) dissemination of learnings to influence wider delivery through GLA-led capacity and leadership networks (project 3.1) and engagement with the development and built environment sector by Q4 2027-28.

2.2 *Creating a new High Streets and Places Fund*. The GLA will prototype new solutions for high streets and other local economic hubs. The High Streets and Places Fund will increase the capacity of boroughs to develop more local growth strategies. It will provide grant funding to boroughs or other key partners in capital project delivery and increase the number of local places where people want to spend time and money at different times of day and night.

The first round of the new High Streets and Places Fund was delivered through UKSPF capital funding allocated directly to all of London's boroughs. While we are seeking to engage with boroughs to support the effective deployment of these funds, there are few conditions on their use (reflecting wider discussions around UKSPF funding), which limits the GLA's influence and ability to secure cross-London impact. As such, we have not included a metric on the wider impact of this scheme. For future years, the GLA intends to explore the use of capital returns from the earlier Growing Places Fund to support this project, with any decision on the level of funding available taken as part of the wider GLA budget process. We are also considering how any such funding can be more effectively targeted at priority schemes and locations and will design an evaluation methodology to fully capture its benefits. The metrics below will be updated as funding availability becomes clearer, including to reflect the GLA's greater influence over the projects funded in any subsequent rounds.

We will know this project has succeeded when:

a) GLA-funded exemplar projects continue to demonstrate measurable positive impacts (targeting priority locations with high levels of need and opportunity), and to influence wider delivery.

Expected delivery:

a) UKSPF-funded High Streets and Places Fund: borough-led projects completed and 24,000 sqm public realm created or improved, 4,000 sqm of commercial space

completed or improved and 110 amenities/facilities created or improved by Q4 2025-26

b) High Street Place Labs: 12 local growth strategies delivered by Q4 2025-26, enabling boroughs and their partners to take action in future years
c) decisions on any future round of the High Streets and Places Fund to be taken by Q1 2026-27.

3. Building capacity and capability at local level

3.1 *Convening capacity and leadership networks.* The GLA will explore how to integrate existing initiatives (High Street Network, 24 Hour London Capacity Building and Space for Culture Local Capacity and Leadership) into a single wide-ranging service for boroughs, providing a shared understanding of emerging challenges, new professional practice, and opportunities to inform policy.

This integrated capacity and leadership service will deliver all ongoing activities through one service, including in relation to high street development, sector and place-based night-time strategies, and cultural infrastructure, and will use it as a basis to build capacity and disseminate learning from our investment programmes.

We will know this project has succeeded when:

a) boroughs and delivery partners are applying best practice principles and innovation in making best use of their high street's assets and putting plans in place to enable their local economies to thrive.

Expected delivery:

a) High Street Network to have delivered 15 learning events with all boroughs by Q4 2025-26
b) Creative Enterprise Zone Local Cultural Infrastructure Plans by Q4 2025-26
c) Night Time Strategy Programme and other resources and events delivered for local authorities and their partners by Q4 2025-26
d) existing network and capacity and leadership programmes evaluated, and integration opportunities scoped Q3 2026-27
e) integrated high streets capacity and leadership service delivery introduced from 2027-28.

3.2 *Sharing data and insights.* The GLA will expand the High Streets Data Service by engaging a wider range of partners and enhancing its functionality. This will include improved reporting, providing evidence for London and Local Plans.

Additionally, the Cultural Infrastructure Map and the Creative Enterprise Zones Data Dashboard will support engagement with boroughs and developers in the planning and delivery of cultural infrastructure. Together, this creates a comprehensive set of data

tools to inform and influence London's growth.

We will know this project has succeeded when:

a) boroughs and other partners have the data and skills to identify needs, develop evidence-led strategies and interventions, and monitor results.

Expected delivery:

a) six boroughs, BIDs and third sector organisations to receive training annually via the High Streets Data Service by Q4 2027-28
b) High Streets Data Service launched to third sector organisations in 2026
c) Cultural Infrastructure Map update published by Q3 2025-26.

4. Supporting London's nighttime economy to thrive

4.1 *Setting up a London Nightlife Taskforce and Fund*. The GLA has set up and run the London Nightlife Taskforce, bringing together representatives from across London's diverse nightlife businesses and communities. The taskforce is examining and will make recommendations to address the issues facing London's nighttime hospitality and culture.

The taskforce will consult widely and deliver evidence-based recommendations to the Mayor. This will include delivery of a nightlife research programme and publication of the taskforce's independent report; the establishment of a fund to help deliver the taskforce's recommendations; and the development of affordable policy recommendations to create the conditions for businesses to thrive.

We will know this project has succeeded when:

a) London's hospitality, culture, and nightlife sectors are reporting increased business confidence.

Expected delivery:

a) London Nightlife Taskforce report and recommendations published by Q3 2025-26
b) London Nightlife Fund announced by Q4 2025-26.
c) set out plans for Night Life Taskforce report recommendations that the GLA will lead on by Q3 2026-27
d) Nightlife Future Fund launched by Q2 2027-28.

4.2 *Deliver a strategic licensing programme*. The GLA will work with the government to introduce a Strategic Licensing Pilot Programme in London to support the growth of hospitality, nightlife, and events businesses. This would be through the devolution of powers to the Mayor to set a strategic licensing policy for London and call-in licensing

decisions of strategic importance. It will also be achieved by providing support and resources to local authorities, the police and businesses. The GLA will undertake public consultation that is required and work with responsible authorities to support good practice.

We will ensure that data sharing and monitoring processes and protocols are in place to enable new Mayoral licensing functions. The GLA will also look at how to make London licensing and noise data more transparent to inform evidence-based policy making. As an example of work in this strand, the GLA has already supported, from Summer 2025, boroughs and their partners to increase the amount of al fresco dining and late licenses through a new Summer Streets Fund.

We will know this project has succeeded when:

a) London's licencing system better supports a safe and enjoyable night-time sector.

Expected delivery:

a) Summer Streets Fund launched and delivered by Q3 2025-26
b) Proposed approach to strategic licensing in London published for consultation Q4 2025-26.
c) Launch Responsible Authority Test service Q2 2026-27
d) Casework system in place by Q2 2027-28
e) Staffing in place to enable delivery of Phase 2 and support operational readiness for new strategic licensing functions by Q2 2026-27
f) Publication of the strategic licensing policy and consultation results (Autumn Q3 2026-27)

4.3.1 The Summer Streets 2026 Fund will support boroughs to deliver high-quality outdoor hospitality schemes that boost local economies, support a thriving night-time and create safer, more vibrant high streets. The fund prioritises simple, deliverable interventions that: unlock public space quickly, support businesses to trade and create visible, lasting impact. Summer Streets will support outdoor dining, evening economy growth and safer highstreets. Boost hospitality, culture and nightlife by helping boroughs expand late opening hours and al fresco dining in summers of 2026 and 2027, building on the 2025 schemes in Westminster, Lambeth, Hackney and Waltham Forest

We will know this project has succeeded when:

a) high-quality outdoor hospitality schemes delivered, boosting local economies as defined through scheme evaluation.

Expected delivery:

a) Summer Streets 2026 launched and delivered by Q3 2026-27 – at least two large, and up to ten small schemes
b) Summer Streets evaluation to be completed by Q4 2026-27 to inform Scheme 2027 design.
c) Summer Streets 2027 launched and delivered by Q3 2027-28.

Delivery plan consolidated resources

Revenue			
	Budget (£'000)		
Project	**2025-26**	**2026-27**	**2027-28**
Providing support and creating space for small business, communities, and culture subtotal	**21,397**	**1,639**	**1,489**
Helping small businesses access the support they need	20,243	936	936
Continuation of the Creative Enterprise Zones programme	213	363	213
Helping small businesses access the space they need	941	340	340
Delivering exemplar capital projects to enhance placemaking subtotal	**3,091**	**-**	**-**
Completing the Good Growth Fund and Civic Partnership Programme	**-**	**-**	**-**
Creating a new High Streets and Places Fund	3,091	-	-
Building capacity and capability at local level subtotal	**726**	**451**	**451**
Convening capacity and leadership networks	272	-	-
Sharing data and insights	454	451	451
Supporting London's nighttime economy to thrive subtotal	**1,894**	**1,294**	**1,019**
London Nightlife Taskforce and Fund	328	239	239
Strategic Licensing Programme	1,566	1,055	780
Staffing costs[1]	**2,006**	**1,956**	**1,958**
Annual total	**29,114**	**5,340**	**4,917**

[1] All the staffing costs for the GLA's Regeneration and Growth Strategies team are captured here, including costs related to both the Helping Local Economies to Thrive and the Making Best Use of Land delivery plans. This reflects the fact that the team works in an integrated way across the two programmes, with all staff members contributing to the management and delivery of both.

Capital			
	Budget (£'000)		
Project	**2025-26**	**2026-27**	**2027-28**
Providing support and creating space for small business, communities, and culture subtotal	**1,373**	**400**	**400**
Helping small businesses access the support they need	937	-	-
Continuation of the Creative Enterprise Zones programme	400	400	400
Helping small businesses access the space they need	-	-	-
Delivering exemplar capital projects to enhance placemaking subtotal	**23,121**	**7,400**	**-**
Completing the Good Growth Fund and Civic Partnership Programme	4,000	7,400	-
Creating a new High Streets and Places Fund[2]	19,121	-	-
Building capacity and capability at local level subtotal	**-**	**-**	**-**
Convening capacity and leadership networks	-	-	-
Sharing data and insights	-	-	-
Supporting London's nighttime economy to thrive subtotal	**-**	**-**	**-**
London Nightlife Taskforce and Fund	-	-	-
Strategic Licensing Programme	-	-	-
Annual total	**24,494**	**7,800**	**400**

The changes for 2026-27 captured here in red reflect the allocations approved for the GLA in 2026-27, as published in the GLA: Mayor Budget (MD3488)

Contribution to the GLA's cross-cutting priorities

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

- **Addressing structural inequalities** – this delivery plan incorporates mechanisms to ensure that support reaches previously underserved communities.

[2] The level of further capital investment from Growing Places Fund returns to be established through the GLA's 2026-27 budget process.

The SME support targets business owners from disadvantaged and under-represented backgrounds who face additional barriers to economic opportunity, including access to finance, business support, and networks. The Space for Culture and Creative Enterprise Zones programmes will prioritise organisations led by and serving communities historically excluded from using and securing space. Capital exemplar projects included in this delivery plan will be developed in collaboration with local communities ensuring that places are accessible and welcoming to all Londoners and help foster wider community cohesion.

- **Net Zero and Health in all Policies** – this delivery plan recognises the potential of retrofit, the circular economy and the Healthy Streets agenda to help make places that are climate resilient, economically sustainable, and that facilitate active lifestyles.

  Advice, guidance, and funded projects will incorporate actions to help reduce carbon emissions and promote active travel, whilst adapting high streets and other places of economic activity to cope with the impacts of climate change for the benefit of businesses and local communities.

- **24-Hour City** – this delivery plan recognises that that high streets and town centres (and other relevant locations) need to be healthy, safe, prosperous, and inclusive places for Londoners.

  This will be achieved through the actions supporting London's nightlife to thrive, balancing the needs of local communities with the wider benefits for London's economy and its reputation as a visitor destination.

Monitoring delivery

The London-level outcome – high streets and town centres are thriving across London – will be monitored using the following indicators, reported annually in the Mayor's State of London report:

Indicators	Source	Frequency	Lag	Availability
Percentage of high streets and town centres that saw an increase in footfall on the previous year	GLA High Streets Data Service: BT footfall counts	Quarterly	1 month	Data is provided weekly to GLA, at a 3-day lag. Suggested reporting will include commentary providing a clearer view of underlying trends and short-term or seasonal fluctuations.
Percentage of high streets and town centres that saw an increase in real terms spend on the previous year	GLA High Streets Data Service: Mastercard spend	Quarterly	1 month	Data is provided monthly to GLA, at a 1-month lag.
Vacancy rate of retail premises on high streets (percentage)	GLA High Streets Data Service: LDC premises	Quarterly	1 month	Survey data is provided monthly, with no lag. Each high street visited on a 6-month timescale.

This delivery plan lays out the projects we will deliver across this programme to make a positive difference to the London-level outcome: high streets and town centres are thriving across London. This following table collates the key programme outputs by the four strands. We will track delivery of these to be sure that our work to contribute to the London-level outcomes is on track:

1	**Providing support and creating space for small business, communities, and culture**
1.1	*Project: Helping small businesses access the support they need* Success: a) London's vibrant and diverse SME sector can access the support it needs to grow, with high levels of business creation. b) 23 businesses with improved Productivity c) 71 businesses with improved Practice Expected delivery: a) completion of UKSPF and DBT Growth Hub funded delivery by Q4 2025-26 b) delivery of UKSPF funded business support to 4,000 businesses, leading to 700 new jobs created by Q4 2025-26 c) publication of updated Business Support Strategy by Q4 2025-26 d) creation of policy paper on options for GLA's role in boosting London's social economy by Q4 2025-26. e) completion of Grow London Local grant funding agreement by Q1 2026-27 f) delivery of business support to 13,642 businesses by Q4 2026-27
1.2	*Project: Continuation of the Creative Enterprise Zones programme* Success: a) creative jobs and businesses in the Creative Enterprise Zones have increased access to affordable and permanent workspace and experience growth, including in their annual turnover. Expected delivery: a) re-accreditation of nine Creative Enterprise Zones in 2025-26 b) re-accreditation of three Creative Enterprise Zones in 2026-27.
1.3	*Project: Helping small businesses access the space they need.* Success: a) the Civic Estate Agency pilot activities have identified priority areas for intervention which could be scaled up to city-scale with continued investment b) SMEs and cultural and community organisation have increased and increasingly secure access to affordable space, delivering a vibrant range of uses and services,

	including from previously vacant units and buildings. Expected delivery: a) Civic Estate Agency pilot project activity complete by Q2 2026-27 b) quarterly monitoring of Culture, Community Spaces at Risk registrations against baseline of 40 organisational registrations each year to better understand trends affecting the sector, until Q4 2027-28 c) one additional premises acquired and one new building open by Q4 2027-28 through the Creative Land Trust. d) The Culture and Community Spaces at Risk service is expanded to include pubs, nightlife venues and other licensed premises by Q4 2026-27 e) 639 High Road Tottenham continues to operate with a social impact/community benefit purpose, providing affordable space for SMEs and cultural and community organisations. f) GLA to consider its ongoing role with this building by Q2 2028-29
2	**Delivering exemplar capital projects to enhance placemaking**
2.1	*Project: Completing the Good Growth Fund and Civic Partnership Programme* Success: a) a series of high quality, innovative demonstrator projects has been delivered which can be demonstrated to have had measurable positive impact and to be influencing wider delivery across London by others. Expected delivery: a) Good Growth Fund: 12 remaining projects opened / all 79 projects complete by Q3 2025-26 b) Good Growth Fund programme evaluation complete, confirming city-wide impact including over 200,000 sqm public realm created or improved, over 42,000 sqm of commercial space created or improved, over 150 vacant units brought back into use, and over 2,900 jobs created or safeguarded by Q4 2025-26 c) five projects completed in the Civic Partnership Programme and over 24,000 sqm of public realm and green space improvements delivered, 220 trees planted, 800 sqm of civic or commercial space improved and over 3,500 volunteering opportunities created by Q4 2026-27 d) dissemination of learnings to influence wider delivery through GLA-led capacity and leadership networks (project 3.1) and engagement with the development and built environment sector by Q4 2027-28.
2.2	*Project: Creating a new High Streets and Places Fund* Success: a) GLA-funded exemplar projects continue to demonstrate measurable positive impacts (targeting priority locations with high levels of need and opportunity), and

	to influence wider delivery. Expected delivery: a) UKSPF-funded High Streets and Places Fund: borough-led projects completed and 24,000 sqm public realm created or improved, 4,000 sqm of commercial space completed or improved and 110 amenities/facilities created or improved by Q4 2025-26 b) High Street Place Labs: 12 local growth strategies delivered by Q4 2025-26, enabling boroughs and their partners to take action in future years c) decisions on any future round of the High Streets and Places Fund to be taken by Q1 2026-27.
3	**Building capacity and capability at local level**
3.1	*Project: Convening capacity and leadership networks* Success: a) boroughs and delivery partners are applying best practice principles and innovation in making best use of their assets and putting plans in place to make their local areas thrive. Expected delivery: a) High Street Network delivered 15 learning events with all boroughs by Q4 2025-26 b) Creative Enterprise Zone Local Cultural Infrastructure Plans by Q4 2025-26 c) Night Time Strategy Programme and other resources and events for local authorities and their partners by 2025-26 d) existing network and capacity and leadership programmes evaluated, and integration opportunities scoped Q3 2026-27 e) integrated high streets capacity and leadership service delivery introduced from 2027-28.
3.2	*Project: Sharing data and insights* Success: a) boroughs and other partners have the data and skills to identify needs, develop evidence-led strategies and interventions, and monitor results. Expected delivery: a) six boroughs, BIDs and third sector organisations to receive training annually via the High Streets Data Service by Q4 2027-28 b) High Streets Data Service launched to third sector organisations in 2026 c) Cultural Infrastructure Map update published by Q3 2025-26
4	**Supporting London's nighttime economy to thrive**

4.1	*Project: Setting up a London Nightlife Taskforce and Fund* Success: a) London's hospitality, culture, and nightlife sectors are reporting increased business confidence. Expected delivery: a) London Nightlife Taskforce report and recommendations published by Q3 2025-26 b) London Nightlife Fund announced by Q4 2025-26. c) Set out plans for Night Life Taskforce report recommendations that the GLA will lead on by Q3 2026-27 d) Nightlife Future Fund launched by Q2 2027-28
4.2	*Project: Deliver a strategic licensing programme* Success: a) London's licencing system better supports a safe and enjoyable night-time sector. Expected delivery: a) Summer Streets Fund launched and delivered by Q3 2025-26 b) Proposed approach to strategic licensing in London published for consultation Q4 2025-26. c) Launch Responsible Authority Test service Q2 2026-27 d) Casework system in place by Q2 2027-28 e) Staffing in place to enable delivery of Phase 2 and support operational readiness for new strategic licensing functions by Q2 2026-27. f) Publication of the strategic licensing policy and consultation results (Autumn Q3 2026-27)
4.3	*Project: Deliver the Summer Streets fund.* Success: a) high-quality outdoor hospitality schemes delivered, boosting local economies as defined through scheme evaluation. Expected delivery: a) Summer Streets 2026 launched and delivered by Q3 2026-27 – at least two large, and up to ten small schemes b) Summer Streets evaluation to be completed by Q4 2026-27 to inform Scheme 2027 design. c) Summer Streets 2027 launched and delivered by Q3 2027-28.

In delivering these programme outputs we will also be contributing to the wider set of London-level outcomes: stable, long-term growth benefits all London's communities, Londoners have access to good work, Londoners feel able to take part in the city's cultural life, London is a world leading global city, Londoners live in neighbourhoods that are well planned and designed, and London is a net zero carbon city.

Integrated Settlement: GLA Programme alignment

MD3486 set out for the first time, the Greater London Authority (GLA) is receiving funding through an integrated settlement (IS) from the government. The Ministry of Housing, Communities and Local Government (MHCLG) has confirmed IS funding to the GLA, for 2026-27, 2027-28 and 2028-29. This settlement consolidates several previously separate grant streams into a single multi-year funding package, designed to support London's strategic priorities in housing, regeneration, skills, community integration and local economic growth. The Helping Local Economies to Thrive programme benefits from this funding stream.

MD3486 also set out the Integrated Settlement Outcomes Framework, which agrees the required metrics, reporting arrangements and performance indicators. It also approved that each stream of funding will be integrated into a Mayoral strategic programme. They will then be monitored and governed under the auspices of those strategic programmes; and under the authority of the Senior Responsible Owner (SRO), reporting to the Mayoral Delivery Board, it also delegated authority to use those IS funds to incur expenditure on the same basis and conditions upon which those SROs have been delegated authority to incur expenditure on those strategic programmes in the Mayoral Decisions approving those strategic programmes and their associated delivery plans.

Please see below the Integrated Settlement Outcomes currently being delivered and tracked through the Helping Local Economies to Thrive programme.

The Integrated Settlement Outcomes we will track our progress against are:

Outcome 1: Improve business productivity to support local growth

This outcome will be met through the delivery of the Helping Local Economies to Thrive programme, which is set out in this delivery plan. The Helping Local Economies to Thrive programme aims to ensure that London's SME sector is in the best position possible to grow sustainably, and to give Londoners the best opportunities to work, learn, go out and be part of the local community throughout the day and evening. The Integrated Settlement funding directed through this programme is:

- Growth Hubs (In partnership with BLGS)
- Made smarter adoption programme

The SRO and Chair of the Programme Board for this Programme is the Head of Regeneration and Growth Strategies

They will be assured by the Mayoral Delivery Board.

Outcomes will be reported against quarterly through the GLA corporate performance reporting, in addition IS outcomes will be reported six-monthly to MHCLG.