IMPROVING LONDON'S HOUSING STOCK – 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 outcomes to which this programme should contribute are:

- **Londoners' homes are safe and decent**
- **London is a net-zero carbon city**

The London-level outcomes will be measured by:

Londoners' homes are safe and decent	• The percentage of homes meeting the Decent Homes Standard
London is a net-zero carbon city	• The reduction in greenhouse gas emissions ($MtCO_2e$) in London

Setting out the scale of the challenge

The Mayor is committed to ensuring that Londoners can live in affordable, safe and green homes. Achieving this means addressing key safety risks, of which the continued number of residential buildings with unsafe cladding is the most critical; driving up standards of decency across homes of all kinds and tenures; enabling the roll-out of low and zero carbon technologies such as heat pumps and solar; and improving energy efficiency – not just to tackle the climate crisis, but also to reduce energy bills and end fuel poverty in London.

But the challenges are stark. Eight years after the Grenfell tragedy more than a third of high-rise buildings with unsafe cladding are yet to start remediation works; fourteen per cent of privately rented homes in London fail to meet the Decent Homes Standard, along with eight per cent of homes in the social rented sector; and 210,000 homes a year need to be made more energy efficient if London is to reach net-zero by 2030.

The scale and nature of these challenges vary between different tenures of housing. In the social housing sector, the GLA has ongoing relationships and influence with social landlords, but only limited financial levers in relation to existing stock. Access to cladding remediation funding for social housing providers has previously been significantly restricted by government, with the result that current GLA-administered funds cover fewer than 100 social sector high-rise buildings. The recent spending review changed this position, making substantial funds available to the sector for remediation; close engagement with government and sector partners will be essential to ensure these new resources are effectively deployed. Government retrofit

funding for social housing is currently allocated directly to boroughs and housing associations, although the GLA has sought to support them on their use of these funds.

In addition, there are many wider challenges to delivery. The social housing sector is thinly stretched. Borough housing teams face urgent pressures across a range of areas, leaving very limited capacity for longer-term and more strategic challenges such as net zero. Registered Providers (RPs) of social housing are dealing with over-loaded balance sheets and a backlog of repairs and maintenance. Government funding streams, particularly in relation to domestic retrofit, have historically been piecemeal, short-term and inflexible, making them hard to coordinate and with little or no scope to leverage more significant private finance; and government policy on building safety has historically been characterised by delay, uncertainty and instability. These factors slow the pace, increase the risks and drive up the costs of delivery, as well as resulting in a lack of supply chain capacity and ongoing skills gaps.

There is no way to achieve the objectives of this delivery plan without boroughs, housing associations and the wider social housing sector working collaboratively with the GLA, so a key aspect of the work will be to create new partnerships and incentives for participation.

For homes of other tenures, the barriers to achieving meaningful change are no less significant. The GLA administers government funding to support the retrofit of lower-income owner-occupied and private-rented homes, but this suffers from the same issues as other government funds in this area and without access to private finance at scale is an inadequate response to the challenge. Similarly, in relation to building safety, the GLA administers funding for the remediation of a proportion of privately-owned high-rise blocks in the government portfolio, but the key wider levers – notably enforcement powers – are outside its control. These factors leave it dependent on the strength of its partnerships and its influencing power, both of which are weakened by the fragmentation of ownership in the UK housing sector.

In terms of the wider condition of private rented homes, as well as the 'able-to-pay' market, the Mayor has no statutory powers and has to work through others – providing tools and information, using his profile and convening power and working with partners, including central government and commercial actors such as energy companies and financial institutions.

Finally, while each of the elements of this delivery plan, whether building safety, decent homes or energy efficiency and net zero, is important in its own right, there is also a risk of uncoordinated action and conflicting messaging. Responsibility for individual elements of this delivery plan rests with different government departments and across different parts of the GLA – but the work often lands on the same teams at borough and RP level or affects the same homeowners and tenants. It will be important to manage the risks that creates and to identify opportunities to achieve multiple objectives in parallel – for example, addressing both building safety and energy efficiency issues as part of the same programmes of work on tower blocks or estates.

Delivering the outcomes through Improving London's housing stock

Different approaches are required to deliver the core outcomes of this delivery plan, although they all depend on close and coordinated working with boroughs and RPs, and effective engagement with central government.

In terms of delivering the Mayor's safe and decent homes outcome, the most urgent task relates to **the removal of unsafe cladding** from buildings across London. In relation to high-rise buildings, the GLA directly administers three key government funding streams, but having impact beyond this relies on partnership working, with both national and local actors, through London's local remediation action plan – with a board jointly-chaired by the Ministry of Housing, Communities and Local Government (MHCLG) and the GLA. We will also continue to listen to the voices of the bereaved, survivors and communities of Grenfell, advocate for justice and ensure that their priorities shape our work.

The second critical area of focus for the GLA is the **private and social rented sector**, where standards have too often fallen below what is required. The lack of direct levers necessitates an approach based on partnership-building and influencing, for example around the proposals in the Mayor's Blueprint for Reforming Private Renting. The GLA will continue to engage councils, social and private landlords, civic society and central government, drawing upon the Mayor's unique position and ability to convene and influence across sectors and tiers of government, while also supporting boroughs to use their licensing powers effectively and to expand the use of technology. Similarly, in the private rental sector (PRS), the Mayor's PRS Partnership provides a forum to work with borough PRS leads to co-ordinate action and share best practice and information relevant to enforcement.

Finally, in order to improve **energy efficiency** and roll out low carbon technologies, the GLA will take action to improve cross-London coordination, reduce costs and strengthen capacity in the system. Given the fragmentation of responsibilities, this requires structural change as well as partnership working. The core task is therefore to fully establish Warmer Homes London (WHL) as a pan-London coordinating body, jointly overseen by the GLA and London Councils, and to help develop its capacity in key areas, such as around data, supply chain and skills, with the aim of reducing costs and barriers for partners and opening up opportunities to access private finance should more long-term and flexible funding in this area be secured. Alongside this, the GLA will provide early administration of existing funding streams, until they can be transferred to WHL, and will engage with the private sector on options to scale up delivery in the 'able-to-pay' market.

GLA delivery plan

This delivery plan aims to ensure Londoners can live in safe, decent and green homes, by reducing carbon emissions and improving energy efficiency, addressing critical safety risks and tackling under-performance in the private rental sector. It has three key strands:

1. **Addressing systemic building safety issues.** This encompasses the GLA's work in partnership with the government to deliver a local remediation action plan for London and the administration of key funding streams for cladding remediation.
2. **Providing safe and decent homes for renters.** The GLA will support boroughs and other partners to drive up standards in the rental sector, while also working to increase security for renters, so that they are increasingly empowered to challenge failing landlords directly.
3. **Accelerating the pace of domestic decarbonisation.** This focuses on establishing Warmer Homes London and building its capacity, alongside both administering current funds and seeking to secure greater funding devolution and flexibility in future.

Across all of the projects within these three workstrands, the GLA will seek opportunities to align delivery, engagement and communications activity – for example, by greater coordination of messaging to borough housing teams, or by identifying where there may be scope to integrate safety and retrofit works where the same building(s) are subject to both.

1. Addressing systemic building safety issues

1.1. *Delivering high-rise cladding remediation projects*. The GLA administers three cladding remediation funds on behalf of government to remove unsafe ACM and non-ACM cladding from high rise buildings in London. Revenue budget for this project is to be agreed with MHCLG.

We will know this project has succeeded when:

a) all high-rise (18m+) buildings receiving government funds administered by the GLA have been remediated by 2029, in line with the government's target.

Expected delivery:

a) current forecasts from applicants to the high-rise cladding remediation funds project the completion of remediation on 43 buildings by April 2026.

1.2. *Taking action on wider building safety issues, including convening partners to deliver a Local Remediation Acceleration Plan for London.* To drive up the pace at which unsafe cladding is being addressed within London's wider built environment, the GLA will work in partnership with the government and national and local partners, including London Councils, London Fire Brigade and the Building Safety Regulator, on the development and implementation of a local remediation acceleration plan for London. Delivery of this plan will be overseen by a board co-chaired by the Building Safety Minister and the Deputy Mayor for Housing and Residential Development, and will require a coordinated, data-driven and risk-based approach across national and local partners to accelerate remediation, support residents and make best use of any existing or new funds. New governance processes, involving local and national regulators and delivery partners, will be required to enable this.

We will know this project has succeeded when:

a) there is a single, funded, remediation plan for London with firm commitments from the government, organisations in London and national bodies to shared objectives and action to accelerate remediation in London
b) the government's targets to accelerate remediation are met, including by the end of 2029 every 11m+ building with unsafe cladding either having been remediated or with a date for completion, or with its landlords subject to penalties imposed by the relevant authorities.

Expected delivery:

a) Local Remediation Acceleration Plan published in line with any timeline set by the government (which is still to be confirmed)
b) further delivery to be set in the Local Remediation Acceleration Plan.

2. Providing safe and decent homes for renters

2.1 *Enabling effective licensing and enforcement.* Selective licensing is a key tool to improve private renting, intended to be returned to boroughs through the English Devolution Bill with an expectation that Mayors would be consulted on proposed schemes. In order to enable more effective use of these powers and support the Mayor's opinion-making, the GLA will work with PRS Partnership boroughs and other experts to a) design a checklist for what a good licensing scheme looks like in London and promote its use; and b) design and deliver a digital library, accessible only to PRS teams and the GLA, including benchmarking data, data sources, a dynamic online forum and other resources to inform the development of new and expanded schemes.

Alongside this, the GLA will work to improve enforcement in the private and social rented sectors including by providing digital private-renting tools and checkers and promoting their use, by working with the Regulator of Social Housing on enforcement and by exploring the scope to withhold GLA grant funding from social landlords who egregiously fail expectations. It will also share the learning with boroughs and other partners from its completed trial of damp and mould sensors in social rented homes.

We will know this project has succeeded when:

a) borough PRS enforcement teams have the support and capacity they need to use the full range of powers and tools available to them, resulting in increases in enforcement action against failing landlords
b) borough housing and PRS teams are equipped to share the learning from the sensor pilot with social and private sector landlords, to further encourage their use to reduce damp and mould in rented homes.

Expected delivery:

a) a checklist or framework for a good selective licensing scheme is designed and delivered by Autumn 2025
b) an agreed plan is in place by September 2025, including timescales and funding, to develop and operationalise a digital library
c) the GLA's private rented digital tools and checkers continue to be promoted to reach increased numbers of renters and secure continued engagement by borough enforcement teams
d) a programme of engagement is undertaken by December 2025 with borough housing and PRS teams, social housing providers and private sector landlords to share learnings from the damp and mould sensor pilots and promote their use.

2.2 *Improving security and stability for private renters*. Enabling private renters to challenge landlords more easily and effectively is another important route to drive up standards. A key way to achieve this is through improving security and stability of tenure, which provides renters with confidence to take on landlords who fail to keep their homes in good condition, without fear of retaliatory eviction. The GLA is therefore seeking to ensure that the Renters' Rights Bill includes effective measures to enable this, notably by abolishing section 21. We will work with sector colleagues (including boroughs through the Mayor's PRS partnership) to influence and strengthen the bill and connected regulations and guidance. This work also recognises and seeks to optimise the bill's potential benefits for enforcement and licensing as described above.

We will know this project has succeeded when:

a) a Renters' Rights Act is passed that provides London's private renters with greater security and stability and effective remedies against landlords who breach its provisions.

Expected delivery:

a) continued provision of briefings on Mayor's positions for Parliamentarians as the bill continues through Parliament
b) ongoing engagement with MHCLG officials to influence any associated guidance and/or secondary legislation (timescales to be set as Bill is enacted)
c) active use of all channels to publicise new rights to renters from Q4 2025-26 onwards depending on Royal Assent and implementation timelines.

3. Accelerating the pace of domestic decarbonisation

3.1 *Establishing (with London Councils) and clienting Warmer Homes London*. In order to tackle the fragmentation around retrofit delivery in London, which has driven up costs and hindered the development of the necessary data, skills and supply chain, the GLA is working with London Councils to establish Warmer Homes London. This will provide a single, cross-London coordinating function to remove barriers to delivery, reduce unit

costs and support delivery at pace, focusing initially on social housing and low-income private households, with the aim of enabling councils and housing associations to upgrade more homes and reduce energy costs. By bringing together the administration of multiple funding streams, Warmer Homes London will enable a more data-driven, strategic approach to be taken, and will provide a strong platform to deploy any future devolved or more flexible funding effectively, including seeking opportunities to leverage private finance at scale and expand over time into new sectors.

The GLA has committed up to £10m into Warmer Homes London to cover core running costs and the commissioning of services and products over three years (2025-26, 2026-27, 2027-28). The first Warm Homes London delivery plan will set out the detail of spend and outputs for the first year and beyond. Alongside this the GLA will continue to provide leadership on domestic decarbonisation in London, in collaboration with London Councils: engaging with government on the overall policy framework (including around future funding devolution) and undertaking wider supporting activity to enable delivery at the scale and pace required. This will be scoped further alongside the Warmer Homes London delivery plan, and may include heat pump roll out, retrofit for climate adaptation, outreach to private landlords and access to private finance. As well as staff time, the GLA may choose to increase its investment – beyond the core commitment of up to £10m – to support such projects, making use of the existing allocation for domestic retrofit from the climate emergency reserve.

We will know this project has succeeded when:

a) the GLA, London Councils and London boroughs are working effectively in partnership through Warmer Homes London, demonstrating to national government a strong track record of delivery to unlock future funding and the changes necessary to create viable opportunities for private investment in domestic retrofit
b) an initial portfolio of at least 11,000 homes has received energy efficiency upgrades through Warmer Homes London, reducing energy bills and carbon emissions
c) London's partnership working has built a credible pipeline of thousands more homes suitable for retrofit, facilitating future investment at scale.

Expected delivery:

a) an inaugural Warmer Homes London delivery plan published by Q2 2025-26
b) a funding settlement is in place for WHL through to the end of the Mayoral term by Q2 2025-26, which aligns investment with the staged mobilisation of WHL
c) permanent Managing Director of Warmer Homes London appointed by Q3 2025-26
d) publication of a first full-year delivery plan by Q4 2025-26, setting out an overall retrofit delivery framework, with a full suite of outputs and outcomes metrics, and co-developed with boroughs and stakeholders
e) an outcome is reached on the inclusion and operation of any retrofit funds in the proposed integrated settlement for London by Q4 2025-26

f) a centralised coordination and reporting platform in place to track and report delivery progress, by Q3 2026-27
g) across all London boroughs, Landlords and eligible residents are able to secure investment into their homes via Warmer Homes London support by Q4 2026-27.

3.2 *Delivering domestic retrofit improvements funded through Warm Homes Local Grant (WHLG).* WHLG is a government funding scheme to improve the energy efficiency of lower-income owner-occupied and privately-rented homes. In London, the GLA is leading a consortium which also includes London Councils and 31 boroughs and which has secured £53.5m of WHLG funding. Delivery runs from April 2025 to March 2028. Whilst the initial set up and the early stages of delivery will be led by the GLA, management of the programme is expected to be transferred to Warmer Homes London within 12-18 months to run alongside its ongoing management of the parallel Warm Homes Social Housing Fund (which is being delivered to the same timescales).

We will know this project has succeeded when:

a) the programme has paid out all £53.5m in grant funding and the associated programme of retrofit works in London is completed. This is expected to comprise around 3500 homes, although exact numbers will depend on measures implemented.

Expected delivery:

a) Warm Homes Local Grant begins processing applications from Q1 2025-26
b) procurement complete with up to four suppliers in place and a co-designed referral and customer journey model agreed with consortium members by end Q3 2025-26
c) delivery has transferred to Warmer Homes London by end Q2 2026-27.

3.3 *Providing fair-priced green energy and enabling decarbonisation through London Power.* This project is in an early stage of development but is expected to maintain London Power's existing supply business while exploring opportunities to partner with Octopus Power Co Ltd in support of the roll out of wider low-carbon interventions, in particular as a route into the able-to-pay market. The detailed content of this project will depend on the outcome of those discussions. Should that include interventions in non-domestic buildings, the link will be made to the Reducing Non-Residential Emissions programme.

We will know this project has succeeded when:

a) a long-term plan for how the Mayor uses London Power to most benefit Londoners is agreed, and a project established to deliver it.

Expected delivery:

a) London Power continues to provide affordable, low-carbon energy tariffs to Londoners in the interim period while the longer-term plan is being developed

b) new collaboration areas, making use of the London Power brand, identified with Octopus Power Co Ltd, and evaluated for consideration by the London Power steering committee by Q4 2025-26
c) subject to steering committee agreement, pilots or early roll-out of any new collaboration areas undertaken in 2026-27
d) decisions taken on the future of London Power beyond the end of the current contract with Octopus by Q1 2027-28.

Delivery plan consolidated resources:

	Project	Revenue			Capital		
		2025-26 £000	2026-27 £000	2027-28 £000	2025-26 £000	2026-27 £000	2027-28 £000
1. Addressing systemic building safety issues							
	Sub-total	**8,186**	**5,613**	**5,630**	**231,000**	**216,000**	**68,000**
1.1	Delivering high-rise cladding remediation projects	8,186	5,613	5,630	231,000	216,000	68,000
1.2	Taking action on wider building safety issues, including convening partners to deliver a Local Remediation Acceleration Plan for London	-	-	-	-	-	-
2. Providing safe and decent homes for renters							
	Sub-total	**413**	**365**	**315**	-	-	-
2.1	Enabling effective licensing and enforcement	256	207	158	-	-	-
2.2	Improving security and stability for private renters	157	158	157	-	-	-
3. Accelerating the pace of domestic decarbonisation							
	Sub-total	**4,516**	**5,823**	**5,807**	**8,450**	**18,690**	**18,310**
3.1	Establishing (with London Councils) and clienting Warmer Homes London	3,025	2,525	2,575	-	-	-
3.2	Delivering domestic retrofit funded through Warm Homes Local Grant	1,491	3,298	3,231	8,450	18,690	18,310
3.3	Providing fair-priced green energy and enabling decarbonisation through London Power	-	-	-	-	-	-
	Improving London's Housing Stock TOTAL	**13,115**	**11,801**	**11,752**	**239,450**	**234,690**	**86,310**

Contribution to the GLA's cross-cutting priorities

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

- **Addressing structural inequalities** – London's disadvantaged and marginalised communities suffer disproportionately from poor housing. Black, Asian and ethnic minority Londoners are more likely than others to live in homes which are poorly insulated or do not meet the Decent Homes Standard, or in high-rise buildings with unsafe cladding, as are Londoners on low incomes and with disabilities or long-term conditions. Older Londoners are less likely to live in fuel poverty but are at greater risk of hospitalisation due to cold, damp homes. Well-targeted action to improve London's homes will help to address these inequalities
- **Net Zero** – Emissions from residential buildings account for more than a third of London's total and reducing these is critical to achieving climate goals. The work on domestic decarbonisation in this programme will directly address this, and the GLA will also seek opportunities to align across workstreams to drive further change. In addition, work to develop skills and supply chain across this programme will be of wider benefit to work on decarbonisation across the built environment
- **A resilient city** – Ensuring that London's housing stock is resilient to building safety risks can play an important role in overall city resilience, reducing the likelihood and impact of significant incidents. Adaption of London's housing stock to climate change is also important in enhancing city resilience; while this programme is primarily focused on reducing emissions, there are important synergies (for example, better insulation can also help reduce the risks of over-heating in the summer) and, as work on retrofit matures across London, opportunities will be sought to maximise these
- **Health in all Policies** – Cold, damp and mouldy homes can create major risks to physical health, for example leading to or worsening respiratory conditions, allergic reactions, diabetes, arthritis and circulatory issues. Such housing can also affect mental health, as can the threat of unexpected eviction or the awareness of living with a heightened and unaddressed fire risk. These factors are exacerbated by the disproportionate numbers of vulnerable and/or disadvantaged Londoners living in such homes, with the result that poor housing is an important driver of health inequalities. The interventions set out in this delivery plan are designed to address these issues and should aim to prioritise those areas where the risks are greatest.

Monitoring delivery

The London-level outcomes – Londoners homes are safe and decent, and London is a net zero carbon-city – will be monitored using the following indicators, reported annually in the Mayor's State of London report:

Indicators	Source	Frequency	Lag	Availability
% of homes meeting the Decent Homes Standard	English Housing Survey	Annual	~ 12 months	Usually published by MHCLG (can also be calculated from survey data but with longer lag)

Greenhouse Gas emissions (MtCO2e) in London	London Energy and Greenhouse Gas Inventory (LEGGI)	Annual	2 years	Publicly available

This delivery plan lays out the projects we will deliver across this programme to make a positive difference to the London-level outcomes: Londoners homes are safe and decent, and London is a net-zero carbon city. This following table lists key programme outputs by the four strands of work set out within it. We will track delivery of these to be sure that our work to contribute to the London-level outcomes is on track:

1	**Addressing systemic building safety issues**
1.1	*Project: Delivering high-rise cladding remediation projects* Success: a) all high-rise (18m+) buildings receiving government funds administered by the GLA have been remediated by 2029, in line with the government's target. Expected delivery: a) current forecasts from applicants to the high-rise cladding remediation funds project the completion of remediation on 43 buildings by April 2026.
1.2	*Project: Taking action on wider building safety issues, including convening partners to deliver a Local Remediation Acceleration Plan for London* Success: a) there is a single, funded, remediation plan for London with firm commitments from the government, organisations in London and national bodies to shared objectives and action to accelerate remediation in London b) the government's targets to accelerate remediation are met, including by the end of 2029 every 11m+ building with unsafe cladding either having been remediated or with a date for completion, or with its landlords subject to penalties imposed by the relevant authorities. Expected delivery: a) Local Remediation Acceleration Plan published in line with any timeline set by the government (which is still to be confirmed) b) further delivery to be set in the Local Remediation Acceleration Plan.
2	**Providing safe and decent homes for renters**
2.1	*Project: Enabling effective licensing and enforcement* Success:

	a) borough PRS enforcement teams have the support and capacity they need to use the full range of powers and tools available to them, resulting in increases in enforcement action against failing landlords b) borough housing and PRS teams are equipped to share the learning from the sensor pilot with social and private sector landlords, to further encourage their use to reduce damp and mould in rented homes. Expected delivery: a) a checklist or framework for a good selective licensing scheme is designed and delivered by Autumn 2025 b) an agreed plan is in place by September 2025, including timescales and funding, to develop an operationalise a digital library c) the GLA's private rented digital tools and checkers continue to be promoted to reach increased numbers of renters and secure continued engagement by borough enforcement teams d) a programme of engagement is undertaken by December 2025 with borough housing and PRS teams, social housing providers and private sector landlords to share learnings from the damp and mould sensor pilots and promote their use.
2.2	*Project: Improving security and stability for private renters* Success: a) a Renters' Rights Act is passed that provides London's private renters with greater security and stability and effective remedies against landlords who breach its provisions. Expected delivery: a) continued provision of briefings on Mayor's positions for Parliamentarians as the bill continues through Parliament b) ongoing engagement with MHCLG officials to influence any associated guidance and/or secondary legislation (timescales to be set as Bill is enacted) c) active use of all channels to publicise new rights to renters from Q4 2025-26 onwards depending on Royal Assent and implementation timelines.
3	**Accelerating the pace of domestic decarbonisation**
3.1	*Project: Establishing (with London Councils) and clienting Warmer Homes London.* *Success:* a) the GLA, London Councils and London boroughs are working effectively in partnership through Warmer Homes London, demonstrating to national government a strong track record of delivery to unlock future funding and the changes necessary to create viable opportunities for private investment in domestic retrofit

	b) an initial portfolio of at least 11,000 homes has received energy efficiency upgrades through Warmer Homes London, reducing energy bills and carbon emissions c) London's partnership working has built a credible pipeline of thousands more homes suitable for retrofit, facilitating future investment at scale. Expected delivery: a) an inaugural Warmer Homes London delivery plan published by Q2 2025-26 b) a funding settlement is in place for WHL through to the end of the Mayoral term by Q2 2025-26, which aligns investment with the staged mobilisation of WHL c) permanent Managing Director of Warmer Homes London appointed by Q3 2025-26 d) publication of a first full-year delivery plan by Q4 2025-26, setting out an overall retrofit delivery framework, with a full suite of outputs and outcomes metrics, and co-developed with boroughs and stakeholders e) an outcome is reached on the inclusion and operation of any retrofit funds in the proposed integrated settlement for London by Q4 2025-26 f) a centralised coordination and reporting platform in place to track and report delivery progress, by Q3 2026-27 g) across all London boroughs, Landlords and eligible residents are able to secure investment into their homes via Warmer Homes London support by Q4 2026-27.
3.2	*Project: Delivering domestic retrofit improvements funded through Warm Homes Local Grant (WHLG).* Success: a) the programme has paid out all £53.5m in grant funding and the associated programme of retrofit works in London is completed. This is expected to comprise around 3500 homes, although exact numbers will depend on measures implemented. *Expected delivery:* a) WHLG begins processing applications from Q1 2025-26 b) procurement complete with up to four suppliers in place and a co-designed referral and customer journey model agreed with consortium members by end Q3 2025-26 c) delivery has transferred to Warmer Homes London by end Q2 2026-27.
3.3	*Project: Providing fair-priced green energy and enabling decarbonisation through London Power.* Success:

	a) a long-term plan for how the Mayor uses London Power to most benefit Londoners is agreed, and a project established to deliver it. Expected delivery: a) new collaboration areas, making use of the London Power brand, identified with Octopus Power Co Ltd, and evaluated for consideration by the London Power steering committee by Q4 2025-26 b) subject to steering committee agreement, pilots or early roll-out of any new collaboration areas undertaken in 2026-27 c) decisions taken on the future of London Power beyond the end of the current contract with Octopus by Q1 2027-28.

In delivering these programme outputs we will also seek to make the maximum contribution to the wider set of London-level outcomes.

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 Improving London's Housing Stock 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 Improving London's Housing Stock programme.
The Integrated Settlement Outcomes we will track our progress against are:
Outcome 8: Reduction in direct carbon emissions from domestic buildings, with reduced fuel poverty gaps for treated households in, or at risk of, fuel poverty

This outcome will be met through the delivery of the Improving London's Housing Stock programme, which is set out in this delivery plan. The delivery plan sets out how the GLA will

work across the housing sector and in collaboration with local authorities and central government to ensure Londoners' homes are safe, decent and green, and in doing so reduce energy bills and end fuel poverty. It includes activity towards the Mayor's commitments around the remediation of unsafe cladding in London, around improved licensing and enforcement of the private rented sector and strengthening renters' rights, and around the acceleration of domestic retrofit.

The Integrated Settlement funding directed through this programme is:

- Warm Homes: social housing fund

The SRO and Chair of the Programme Board for this Programme is the Executive Director for Good Growth.

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.