MAYOR OF LONDON

GLA CORPORATE PERFORMANCE AND FINANCE REPORT

Q2 2026-27



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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 2 (Q2)** 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: Q2 finance data covers the period 28 June - 19 September 2026. Q2 performance data covers the period 1 July - 30 September 2026, unless otherwise stated.



GLA FINANCIAL SUMMARY

Q2 GLA portfolio

Revenue overview

The year-end forecast is an underspend across the GLA Mayor portfolio budgets of £29.6 million, attributable mainly to the following:

- £17.3 million underspend in the Supporting Londoners to benefit from growth programme. This is Integrated Settlement funding where expenditure is planned to be spent in future years. This underspend will be carried forward to 2027-28
- £6.1 million underspend in the Supporting and inspiring young London programme. This is due to a forecast underspend in the Universal Free School Meals project. This project remains fully funded; the number of eligible primary school children in London is lower than budgeted for
- £4.1 million underspend in the Building more homes programme, as most of the Integrated Settlement revenue funding received for the City Hall Developer Investment Fund project is likely to be spent in future years to fund staff, consultant, legal and other revenue costs. This underspend will be carried forward to 2027-28
- £2.0 million underspend in the Accommodation and wider support for those who need it most programme, as £2.0 million 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 carried forward to 2027-28.

Capital overview

The year-end forecast is a £12.6 million underspend across the GLA Mayor portfolio budgets, attributable to mainly the following:

- £19.4 million underspend in the Supporting Londoners to benefit from growth programme. The underspend is due to delays in commissioning new funding rounds for the legacy Skills capital funding
- £7.7 million underspend in the Helping local economies to thrive programme, due to delays being experienced by third party dependencies, the complexity of delivering multi-component schemes, and extensive community engagement requirements
- £13.2 million overspend in the Improving London's housing stock programme. This is due to increased cost variations on some high value projects, within the Building Safety Fund project
- £1.4 million overspend in the Building more homes programme. This is due to acceleration in delivery of the Marginal Viability Fund.

Programme	Revenue variance (outturn variance against full year budget) £m	Capital variance (outturn variance against full year budget) £m
Building more homes	**-4.1**	**1.4**
Improving London's housing stock	**0.0**	**13.2**
Making best use of land	**0.0**	**0.0**
Reducing non-residential emissions	**0.1**	**0.0**
Accommodation and wider support for those who need it most	**-2.0**	**N/A**
Reducing inequalities	**0.0**	**N/A**
Supporting community, cultural and sporting events in London	**0.2**	**0.0**
Boosting London's growth sectors	**-0.2**	**0.0**
Helping local economies to thrive	**-0.2**	**-7.7**
Supporting Londoners to benefit from growth	**-17.3**	**-19.4**
Cleaning London's air	**0.0**	**-0.1**
Delivering a greener, more climate-resilient London	**0.0**	**N/A**
Upgrading London's infrastructure	**0.1**	**0.0**
Supporting and inspiring young London	**-6.1**	**N/A**
Total portfolio	**-29.6**	**-12.6**

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

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1. BUILDING MORE HOMES



SRO - TIM STEER
EXECUTIVE DIRECTOR, HOUSING & LAND

Programme Performance Summary

Building more homes is a key priority for the Mayor. The programme continues to progress well in securing flexible funding, delivering affordable homes, and enabling more homes of all tenures in London.

This quarter has seen a significant achievement in the Affordable Homes Programme (AHP) 2021-26 exceeding its starts target, delivering 21,000 starts on site to end of September 2026. This means that moving forward the focus for the existing AHP 2016-23 and 2021-26 programmes will be to ensure that homes started will reach completion. Meanwhile the new London Social and Affordable Homes programme (LSAHP) has also made significant progress, with all bidders now advised of the outcome of their assessments. Funding offers have been made to successful bidders. Confirming the initial funding allocations and delivery target for the programme is now expected to be in Q3.

The City Hall Developer Investment Fund (CHDIF) also continues to progress well. 12 Expressions of Interest with strong delivery potential have been identified to be prioritised for funding, and due diligence is underway for these projects. Discussions also remain ongoing with government for further allocations of Financial Transactions (FT) funding to supplement CHDIF.

Work continues on delivery on GLA group land. However, the issues faced across the housing sector persist, and there are real challenges to delivery for the remainder of the year, putting the achievements of targets, such as GLAP's 1,500 starts target at risk. We continue to work with development partners to understand site-specific challenges and to identify options to bring them forward.

The work of the London Housing Mission Board has continued, with a focus on the cost of development. At the September 2026 meeting, London Councils updated the Board on the establishment of the London Council House Building Coalition, where boroughs have begun sharing evidence and testing interventions to unlock council housing delivery.

The challenging macro-economic conditions affecting the housing sector continue to pose risks to the programme and housing delivery more widely in London, with GLA delivery partners and other housing providers frequently flagging viability pressures on projects caused by increased build costs, higher borrowing costs and the wider regulatory environment.

Despite these challenges, the GLA continues to work hard with government and with its wider partners to identify solutions and mitigations, enabling the continued delivery of more homes for Londoners.

1A. PERFORMANCE
BUILDING MORE HOMES

Project	Q1 2026-27	Q2 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	The London Social and Affordable Homes Programme 2026-36 (LSAHP) is in progress, with the intent to announce allocations in Q3. Demand from partners for funding under the programme was extremely high and the GLA received bids well in excess of the funding envelope. A Memorandum of Understanding with government has been signed, though will be updated with housing targets once targets and initial allocations have been agreed. The GLA continues to make the case to government for further funding and additional flexibilities in order to ensure the programme can deliver as many homes as possible, as early as possible.
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 (CHDIF) funding guidance was published and expressions for interest opened in Q1. The GLA has prioritised 12 EoIs for funding at Stage 1, and is now working on Stage 2 due diligence for these projects. 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	Both the draft London Plan's consolidation of policy on Build to Rent and inclusion of Key Worker Living Rent as one of the Mayor's preferred affordable tenures promote intermediate rent, which is important to securing institutional investment in it. However, there are challenges to delivery - mainly relating to development viability. These include investors' appetite for investing in intermediate rent homes meeting requirements on affordability, and demand for grant that exceeds what is available via the LSAHP budget.

1A. PERFORMANCE
BUILDING MORE HOMES

Project	Q1 2026-27	Q2 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	In Q2, the GLA exceeded the upper end of the government's target for affordable housing starts under the AHP 2021-26, ultimately achieving 21,001 starts across the programme, against the upper target of 19,000 homes. This comes despite the challenges impacting the industry, including higher construction and borrowing costs which have made it harder to get developments under way, and new building safety requirements and delays at the Building Safety Regulator adding to the pressures facing housebuilders. There has also been continued delivery of affordable housing completions across both the AHP 2016-23 and the AHP 2021-26, with delivery in Q2 taking total completions across both programmes for the year to date to 4,700. Despite these positives, housing delivery in London remains challenging, and as such the RAG rating for this project remains Amber.
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	A	The GLA has offered funding allocations through LSAHP to partners, some of which will support the delivery of Key Worker Living Rent (KWLR) homes. The Mayor's draft new London Plan further supports delivery by identifying KWLR as one of the Mayor's preferred affordable housing tenures, encouraging developers to bring forward proposals and planning authorities to approve them. However, delivery remains challenging due to ongoing viability and affordability pressures, which make it difficult for developers to achieve viable returns while meeting KWLR rent and service-charge benchmarks. In addition, demand for grant funding through LSAHP exceeds the available budget. As a result, delivery remains at risk, and performance has moved from Green to Amber to reflect the significant challenges in converting funding allocations and policy support into actual homes.
3.1 Leverage GLA Group land holdings and joint venture interests to deliver high levels of affordable housing	G	A	Viability and market challenges continue to affect delivery across GLA Group landholdings, with most factors outside the GLA Group's direct control, although steps are being taken where possible to support progress. GLAP achieved 95 starts in Q2, including the commencement of Phase 1 at the North Middlesex University Hospital site, delivering 61 social rented and 34 shared ownership homes. This brings total GLAP starts in 2026–27 to 183. While starts are forecast to increase in Q3 and Q4, current forecasts indicate that delivery is unlikely to reach the annual target of 1,500 starts. The RAG rating has therefore moved from Green to Amber to reflect the increased risk of underperformance against the target, despite progress made during Q2.
3.2 Leverage existing capital resources to fund infrastructure and land to support the delivery of homes	A	A	Officers continue to administer projects under the Land Fund, including monitoring existing investments and progressing delivery. Funding repaid from previous projects has been committed to two further investments: a loan facility with Peabody and investment in the Silvertown Quays project. The RAG rating remains Amber to reflect the ongoing risks and uncertainties associated with progressing these investments and translating committed funding into delivery outcomes, with progress dependent on project-specific milestones and wider market conditions.

1A. PERFORMANCE
BUILDING MORE HOMES

Project	Q1 2026-27	Q2 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 convened in September 2026. The Housing Mission Team presented a new dashboard to support the Board with monitoring housing delivery in London. The Board was also updated on work carried out by the Delivery Group on housing delivery costs. This work will now progress to exploring actions (e.g. process improvements) that could lead to reductions in delivery costs.

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	6.5	7.0	2.9	-4.1
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Building more homes programme is showing a full year underspend of £4.1 million as most of the Integrated Settlement revenue funding received for City Hall Developer Investment Fund project is likely to be spent in future years to fund staff, consultant, legal and other revenue costs (£4.3 million). 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.

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

Royal Docks Project is also forecasting to overspend £0.3 million, to align with the forthcoming Royal Docks 2026-27 programme plans.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	2,343.7	2,356.4	2,356.4	0.0
Q2	2,343.7	1,769.8	1,771.2	1.4
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

There are a range of key delivery programmes where the budget has been updated to reflect agreed funding from the Ministry of Housing, Communities and Local Government (MHCLG):

- London Social and Affordable Homes Programme 2026-36 (LSAHP 2026-36) budget has been reduced by 35% in Quarter 2 to £760 million, aligning it with the budget and delivery profiles agreed with MHCLG for this financial year.
- AHP 2021-26: The budget was reduced by 18.45% to £787.5 million, reflecting the annual budget agreed with MHCLG and the latest expected programme delivery.
- AHP 2016-23: Year-to-date expenditure exceeded profiled budget by £51.9 million at quarter 2; however, the programme is forecasting to spend to budget.

The Marginal Viability Fund (MVF) is forecasting a £1.4 million overspend this year due to acceleration in delivery by a local authority.

Investment and Operations is forecasting to spend to budget. The budget and forecast include spending for the City Hall Development Investment Fund programme of £44.6 million. There is a risk that the 2026-27 allocation of £44.6 million may not be fully spent by the end of this financial year, as the due diligence and contracting with bidders' processes are not completed to enable spend on this programme.

2. IMPROVING LONDON'S HOUSING STOCK

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2. IMPROVING LONDON'S HOUSING STOCK



SRO - PHIL GRAHAM
EXECUTIVE DIRECTOR, GOOD GROWTH

Programme Performance Summary

Building safety remained a high priority programme during Q2. Nine high-rise cladding remediation projects achieved practical completion by the end of the quarter, while implementation of London's Local Remediation Acceleration Plan (LRAP) accelerated following confirmation of multi-year government funding. Work also progressed with the London Fire Brigade, London Councils and government partners to strengthen remediation capacity, workforce capability and system coordination.

Implementation of the provisions of the Renters' Rights Act is continuing. The GLA supported boroughs through its Private Rented Sector Partnership to prepare for new enforcement responsibilities and launched the Renters' Rights Enforcement Fund, which attracted 25 applications. The Rogue Landlord and Agent Checker now contains more than 4,500 records and has been viewed over 700,000 times since launch.

Further progress was made by the GLA and Warmer Homes London in delivering the major government-funded retrofit grant programmes. More than 1,200 homes have now received retrofit measures through programmes supported by Warmer Homes London. Of this total, 509 households have benefited through the Warm Homes Local Grant programme, which is currently administered by the GLA. The GLA also commenced mobilisation of the Mayor's Home Energy Saving Fund (MHESF) which will deploy £58m of new Warm Homes Social Housing funding, secured via the Integrated Settlement.

However, the pace of retrofit delivery remains a significant challenge. A legal challenge to the Warm Homes Local Grant procurement has delayed mobilisation of the new installer model and impacted delivery forecasts. Mitigating actions are being taken while also seeking to maximise what can be delivered through existing arrangements. The lack of devolved revenue funding for domestic retrofit has been mitigated by the GLA through internal resourcing, but the delays do mean the MHESF is now expected to open to applicants in Q4.

Building safety delivery also faces substantial external constraints. Delays in Building Safety Regulator approvals, workforce shortages across parts of the remediation sector and the ongoing transition to the National Remediation Database continue to create delivery risks. The GLA is working closely with the Ministry of Housing, Communities and Local Government (MHCLG), Homes England, the Building Safety Regulator and London partners to maintain progress.

The future of London Power remains under review ahead of the expiry of current contractual arrangements in 2027.

Overall financial performance is stable. A major strategic risk has been significantly mitigated with the agreement of a multi-year funding deal for building safety, but future pressures remain associated with spend profiles for retrofit delivery and ongoing digital service costs.

Q3 priorities include accelerating LRAP implementation, progressing further cladding remediation completions, resolving procurement issues affecting Warm Homes Local Grant delivery and mobilising additional retrofit programmes, assessing applications to the Renters' Rights Enforcement Fund, and reaching decisions on the future direction of London Power.

2A. PERFORMANCE
IMPROVING LONDON'S HOUSING STOCK

Project	Q1 2026-27	Q2 2026-27	Overview
1.1 Delivering high-rise cladding remediation projects	A	A	The GLA continues to deliver the Building Safety Fund and Aluminium Composite Material (ACM) Remediation funds in London on behalf of the Ministry of Housing Communities and Local Government (MHCLG). 29 projects were originally 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. Nine completions have been achieved to the end of Q2. Amber RAG reflects the uncertainty of 2029 targets being met, including the possible withdrawal of some projects from the Building Safety Fund (BSF) which are expected to complete works this year. The projects which have not yet achieved completion represent some of the most complex across the building safety programme, and, despite delivery being impacted by factors outside of the GLA's control, we continue to work closely with stakeholders across the sector to accelerate remediation of these buildings.
1.2 Taking action on wider building safety issues, including convening partners to deliver a Local Remediation Acceleration Plan for London	G	A	Earlier this year, the GLA published our Local Remediation Acceleration Plan (LRAP) for London and since then we have been progressing the implementation of this plan at pace. This includes working closely with the London Fire Brigade (LFB) to progress the recruitment of their new Remediation Team, and supporting capacity building in London Councils, alongside wider work to address systemic issues in the sector such as workforce issues (technical capacity). As part of our implementation, we are engaging widely with resident and leaseholder groups and have a structured plan of engagement covering a range of priority areas from shared ownership to enforcement. The RAG rating has moved from Green to Amber due to external factors: ongoing issues with regard to data access with the new National Remediation Database, and London Councils were unfortunately unable to conclude their recent remediation recruitment due to workforce shortages. We are working proactively with both Homes England and London Councils to resolve these issues.
2.1 Enabling effective licensing and enforcement	G	G	Following the implementation of significant provisions of the Renters' Rights Act on 1 May 2026, the project has focused on supporting boroughs through the PRS Partnership to understand their new statutory responsibilities and strengthen readiness to take enforcement action against non-compliant landlords. The Renters' Rights Enforcement Fund opened for bids in August, with borough engagement and bid development progressing well. Work also continues on leasehold and commonhold reform initiatives. In addition, dedicated resource has now been secured to progress the Selective Licensing workstream, positioning the programme to move forward at pace.
2.2 Improving security and stability for private renters	G	G	The Renters' Rights Enforcement Fund was launched successfully in Q2 2026-27. 25 bids are now being assessed. Engagement continues with the Ministry of Housing, Communities and Local Government (MHCLG) and other stakeholders to inform implementation of the Renters' Rights Act.

2A. PERFORMANCE
IMPROVING LONDON'S HOUSING STOCK

Project	Q1 2026-27	Q2 2026-27	Overview
3.1 Establishing (with London Councils) and clienting Warmer Homes London	G	A	Warmer Homes London (WHL) has now been established and is providing enabling services and retrofit delivery support to London on behalf of the Mayor and London Councils. The model is improving the profile of domestic retrofit in London and providing confidence to government which has contributed to London securing additional funding for domestic retrofit through the Integrated Settlement. The capital grant programmes being supported by WHL are behind forecast, hence the Amber RAG, but mitigations are being established for identified causes. The new Mayor's Home Energy Saving Fund (MHESF), which is funded by the Integrated Settlement, is currently being mobilised with WHL intended to provide grant management support.
3.2 Delivering domestic retrofit improvements funded through Warm Homes Local Grant (WHLG)	G	R	Delivery had been progressing steadily with the expectation that it would accelerate under the new installer model, with a strong pipeline of eligible residents. There was a procurement challenge during Q2, but in early Q3 that challenge has been brought to an end and proceedings have been discontinued. Work is now resuming to mobilise the remaining contractors and mitigate the small delay to the programme. The mobilisation of the Clerk of Works and the Digital Platform, designed to strengthen quality and resident experience, is progressing well. The Third Party Resident Support procurement, designed to support residents experiencing barriers through the scheme, is currently live.
3.3 Providing fair-priced green energy and enabling decarbonisation through London Power	A	A	In Q2, London Power continued to provide an offer for Londoners. London Power currently has around 4,500 customers. Work is underway to determine the future use of the London Power identity beyond August 2027 when the current contract ends and the Amber rating reflects that a decision on next steps is needed but has been delayed by resourcing issues now resolved.

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	6.4	6.6	6.6	0.0
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Improving London's housing stock programme is expected to be as budgeted at year-end, £7.0 million. The building safety project budget has been updated to show £0.5 million less expenditure (and therefore £0.5 million lower income) as the staff cost forecast has been updated to align with the agreed Ministry of Housing, Communities and Local Government (MHCLG) budget.

Year-to-date is showing an underspend of £0.6 million where £0.5 million of this is on building safety project as Local Remediation Acceleration Plan spend will take place later in the year and staffing budget underspend caused by vacancies that are unfilled.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	263.8	222.7	222.7	0.0
Q2	263.8	222.7	235.9	13.2
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Aluminium Composite Material (ACM) Cladding Remediation Fund and the Private Sector Cladding programme are forecasting spend to budget.

The Building Safety Fund (non-ACM Cladding) forecast was increased by 12% to £126 million. The increase in forecast is due to increased cost variations on some high value projects.

3. MAKING BEST USE OF LAND

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3. MAKING BEST USE OF LAND



SRO - LUCINDA TURNER
ASSISTANT DIRECTOR, PLANNING AND REGENERATION

Programme Performance Summary

The Making Best Use of Land (MBUOL) programme continued to make strong progress during Q2 2026-27, with a particularly busy period across multiple workstreams. Delivery is taking place within a rapidly evolving policy and fiscal context, with an increased emphasis on devolution shaping discussions about the funding arrangements needed to support long-term growth, infrastructure and housing delivery. Furthermore, the ongoing discussions with the Ministry of Housing, Communities and Local Government (MHCLG) on the draft London Plan are increasingly reflecting this broader context and approach on devolution.

The programme continues to provide an effective platform for collaboration across GLA and TfL, helping to align activity in support of London's housing, regeneration and growth ambitions. Established governance arrangements, including the joint programme board and officer working group, ensure clear oversight and support coordinated delivery. The programme has also maintained strong engagement with borough partners while responding to a changing local political and policy environment, including evolving government priorities, discussions on devolution and emerging opportunities for closer strategic collaboration across London.

During the quarter, several workstreams continued to make good and tangible progress. The draft London Plan, Strategic Housing Land Availability Assessment (SHLAA) and supporting transport evidence were published for consultation, accompanied by an extensive programme of stakeholder engagement. Support for housing delivery has continued to expand through NHA LDN and ATLAS LDN, with targeted interventions helping to unblock complex sites and strengthen local delivery capacity, and this is increasingly being positioned as a key component of the Mayor's Housebuilding Offer.

Progress has also been made in advancing transport infrastructure required to support future growth, including work on the West London Orbital, DLR Thamesmead extension and Great Northern Inner Suburban programme, alongside the establishment of a new portfolio in TfL looking at a pipeline of future potential transport interventions linked to emerging growth locations (including Green Belt Broad Locations for Growth). Place-based growth initiatives have also continued to advance, with the Ilford Opportunity Area Planning Framework out for consultation, progress at Thamesmead and Beckton Riverside, and ongoing work to support commercial and mixed-use growth opportunities at major transport hubs including Stratford, Victoria, Waterloo and Euston.

However, the programme does continue to operate within an extremely challenging delivery environment. Market conditions remain difficult, with development viability and delivery activity constrained across the sector. Delivering the emerging London Plan to the intended timetable is not entirely within the GLA's control, but resources and other measures including prioritisation of core work and discussions with the Planning Inspectorate on timetable and scheduling of the examination in public are taking place. Funding pressures also continue to affect major transport and growth projects. In addition, while the City Hall Developer Fund and Affordable Homes Programme (AHP) sit within other programmes, funding constraints and demand pressures within them have implications for the delivery of housing and regeneration objectives across this programme.

Key risks include the implications of the AHP outcomes on particular sites and programmes, uncertainty arising from the government's New Towns agenda, and ensuring that ATLAS LDN and NHA LDN can continue to respond effectively to growing demand.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q1 2026-27	Q2 2026-27	Project overview
1.1 Land pipeline and stalled sites	G	G	New Homes Accelerator (NHA) LDN has made progress against its objectives, which include: developing a rapid delivery list of stalled sites; identifying site-specific interventions to unblock schemes, and initiating process and system reforms to unblock batches of sites. From its overall submission list, NHA LDN has identified a shortlist of 42 priority stalled sites in London with 17,000 homes in their developments, and generated insights and new strategic priorities in response to this work. NHA LDN has already unblocked more than 1,000 homes across 3 sites in its early months by addressing regulatory issues (Land Registry, Natural England, and Building Safety Regulator); and has provided brokerage for multiple additional schemes requiring GLA funding. NHA LDN is also supporting an additional pipeline of 10 further sites, with delivery potential by 2029.
1.2 Area planning and place-based frameworks	G	G	Good progress has been made on the Ilford Opportunity Area Planning Framework (OAPF), with a draft framework prepared. 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. Public consultation on the draft framework is underway, which includes a mixture of drop in and targeted events, with a mix of online and in person events. The consultation period will end 30th October. An online consultation page has also been set up to capture comments, host interactive maps, surveys, and overviews of the document. Once the consultation ends, the report will be amended to reflect comments received and then begin its adoption process.
1.3 Bringing forward public land	G	G	The Public Land team is working closely with key public sector land owners, notably Ministry of Defence (MoD) and NHS Trusts, to bring forward sites for housing development. The partnership between GLA, London Borough of Hounslow and MoD will result in land being released to support the delivery of a new neighbourhood and intergenerational living. The team continues to engage with a range of strategic landowners to support the identification and release of surplus public sector land and the formation of the London Land Board will support this by providing a pan-London forum for site review.
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	Q1 2026-27	Q2 2026-27	Project overview
1.5 Targeted transport investment	G	A	Transport featured heavily in the Government's budget submission, with a focus on securing devolved funding levers to unlock growth. This included a Business Rates Retention Zone (BRRZ) submission to support projects in Stratford, alongside wider funding measures to help progress the West London Orbital (WLO) and Bakerloo Line Extension (BLE). During Q2, an options appraisal for Stratford International Station was completed to strengthen the case for the reinstatement of international rail services. Following completion of the third consultation, submission of the Transport and Works Act Order (TWAO) application for the DLR extension to Thamesmead is planned for early 2027. The Great Northern Inner Suburban (GNI) Outline Business Case was formally submitted to the Department for Transport and will be considered by the Tier 2 Rail Investment Board on 13 October. TfL's preferred option remains the full devolution of GNI services, enabling the delivery of London Overground-style station standards and service frequencies. There remains a significant challenge in securing funding for medium-scale transport interventions that support housing and economic growth. TfL's expressions of interest to the City Hall Developer Infrastructure Fund (CHDIF) were unsuccessful, although two schemes have been placed on the reserve list. In addition, delivery of projects through TfL's Sustainable Housing and Accessibility Fund continues to be dependent on securing external match funding, limiting the pace and scale at which schemes can be brought forward. The move from Green to Amber reflects a more challenging funding environment, including unsuccessful bids to the City Hall Developer Infrastructure Fund and a reduction in available Step-Free Access funding. These pressures are particularly affecting the delivery of medium-scale transport interventions that support housing and economic growth. The team continues to explore and promote a range of alternative funding opportunities to help unlock priority infrastructure projects.
1.6 Ongoing delivery of GLA statutory planning service	A	A	The GLA continues to deliver its statutory planning services, ensuring the Mayor's priorities for housing and economic growth are embedded within the Development Management function. In Q2, a total of 99 cases covering pre-application advice and referable applications were processed. For Stage 2 decisions, 20 responses were issued and all met the statutory deadline, representing an improvement on Q1. For Stage 1 cases, 23 responses were issued, with 52 per cent meeting the deadline - a further decrease since Q1. The reasons for the dip in performance are varied, which we are working through and anticipate an improvement in performance for Q3. For pre application advice, 60% of the responses were issued in time, representing a slight improvement on Q1. Looking ahead, we now have a confirmed position from the the Ministry of Housing, Communities and Local Government (MHCLG) on the ability to secure planning income from PPAs and pre-application fees. The Mayor will also have the powers to 'call in' applications by written representation, reducing the delay and intensive resources involved in representation hearings.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q1 2026-27	Q2 2026-27	Project overview
2.1 Delivery of the next London Plan	G	A	The London Plan consultation launched in mid-July, running until mid-October, with a wide-ranging programme of engagement events held to help stakeholders understand the Plan's approach and support informed responses. Strong participation has been secured across boroughs, the development sector and wider stakeholders, with a broad range of views emerging through the consultation process. Divergent positions are expected to continue as the Plan progresses, with examination matters likely to be wide-ranging in scope. A number of risks to both the timetable and substance of the Plan remain under active management as work progresses towards the next stage of the process. The Amber rating reflects the limited control that the GLA will have on the overall timetable after the draft Plan is submitted for independent examination, although all possible mitigations are being taken to manage this including additional resourcing, twin tracking work and de-prioritisation of other work.
2.2 Identifying capacity and housing needs	G	A	The Strategic Housing Land Availability Assessment (SHLAA) and Strategic Housing Market Assessment (on housing need) was published alongside the draft London Plan and consulted on in October. Ongoing engagement with boroughs throughout the consultation period has highlighted a number of continuing data quality and consistency issues that will require further resolution in respect of the SHLAA. These are likely to have implications for housing capacity figures and a range of related modelling that underpins the Plan, with work continuing to refine the evidence base ahead of the next stage of the process.The Amber rating reflects the importance of this modelling work at the heart of the Plan. Mitigations are in place, including seeking additional resourcing and prioritisation of core work.
2.3 Integrating transport and land use planning	G	G	The draft London Plan transport strategy and supporting transport modelling report were published for consultation. Updated housing figures are feeding into a range of transport studies to inform business cases and funding strategies. Further iterations of the modelling will continue ahead of Plan submission, with work already underway on additional scenarios and refinements to the evidence base, including a counterfactual assessment reflecting the implications of the revised National Planning Policy Framework (NPPF).
3.1 Developing Beckton / Thamesmead	G	G	Progress has continued in Q2 on unlocking the long-term development potential of Thamesmead and Beckton Riverside. At Thamesmead, work has focused on preparing for an Outline Business Case in early 2027 and ahead of that seeking to finalise Planning Strategy and agree longer-term governance. At Beckton Riverside, a masterplanning session was held with Aberdeen in July and Berkeley's Phase 1 application was consented through the Mayor's call-in in September. There is a need to continue to work with LB Newham and RB Greenwich to put in place conditions for successful delivery.
3.2 Identifying further transport schemes	G	G	A comprehensive list of transport schemes needed to unlock future development was published as part of the draft London Plan. Major projects continue to progress, with consultation on the West London Orbital due to close in November 2026. Having established a dedicated investment sub-portfolio to consider new transport interventions required to support Broad Locations for Growth in the emerging London Plan, the first set of recommendations are due at the end of 2026.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q1 2026-27	Q2 2026-27	Project overview
3.3 Optimised delivery on small sites	G	G	Work has been completed on a draft of the London Small Site Design Code which was published for consultation on 11 September 2026 for a 12 week public consultation. Following this consultation, responses and feedback to the draft document will be analysed and a final version of the document will be drafted so that it can be published alongside the draft London Plan when it is formally adopted.
3.4 New place-based delivery mechanisms and tools	G	G	Work on Mayoral Development Orders is progressing. Technical advice from the planning and legal consultants has been received. Central government has published a consultation document on mayoral planning powers including Mayoral Development Orders.
3.5 Maximising other brownfield opportunities	G	G	Draft Plan published for consultation provides comprehensive planning policy approach to brownfield opportunity. Main risks relate to challenging economic conditions beyond the plan's control.
3.6 Major housing sites outside currently urbanised areas	G	G	Stage 3 studies have progressed, exploring development, viability, infrastructure requirements and potential delivery approaches. Draft findings are being reviewed with boroughs and relevant partners.
3.7 Major commercial, mixed use and gateway schemes	A	A	Progress has been made in Q2 in advancing major commercial and mixed-use opportunities at key transport hubs, including Euston, Victoria, Waterloo and Stratford stations. Progress has been made at Stratford, securing match funding from Department for Transport for the next stage of the Strategic Outline Business Case for the regional station upgrade and submitting Business Rates Retention Zone application. Work is continuing with TfL to consider the scope of transport to support a masterplan at Victoria. The programme remains rated Amber as proposals are still at an early stage of development.
4.1 Embedding good design	G	G	Design advice continues to support high-quality outcomes across priority projects and referable applications, providing timely design and heritage input across London. Evaluation of the Town Architect pilot has been completed and is informing the design of a future programme, with plans to launch a new Expression of Interest process in Q3. Good progress has been made on the reprocurement of the Architecture and Urbanism (A+U) Framework, with the first phase of the procurement process developed and communications in place ahead of launch to the market in late October. Work is also progressing on the development of the London Inclusion Panel, including case-making and early engagement in collaboration with LLDC Built Environment Access Panel, helping to strengthen inclusive design expertise and lived experience input across the capital.

3A. PERFORMANCE
MAKING BEST USE OF LAND

Project	Q1 2026-27	Q2 2026-27	Project overview
5.1 Strengthening and supporting borough planning capacity	A	G	ATLAS LDN continues to play an important role in supporting the delivery of complex housing and growth sites across London, with significant input provided to Thamesmead, Chadwell Heath and Edmonton Green. Engagement and outreach through the London Real Estate Forum (LREF) generated strong interest in the service and helped raise its profile across the sector. ATLAS LDN is also being positioned as a central component of the Mayor's Housebuilding Offer, strengthening its role in unlocking housing delivery across London. In parallel, progress has been made on governance arrangements and KPIs have been agreed with the Ministry of Housing, Communities and Local Government (MHCLG), providing a clear framework for programme oversight, performance monitoring and impact reporting. Status has changed to Green to reflect the programme's continued progress across delivery, engagement and governance.
5.2 Digital and data improvements	G	G	The new quarterly process for Local Planning Authorities (LPAs) to update planning data on the Planning London Datahub (PLD) was recently soft-launched, supported by new software designed to facilitate the transition. This will improve the timeliness and availability of planning data for Londoners through the PLD website. We also developed an internal website for GLA and LPA officers, incorporating an AI-powered chat interface to enable users to explore and gain insights from PLD data without requiring technical expertise. Meanwhile, development of the ATLAS / NHA module within LAND4LDN continued, delivering new functionality for officers. Further work is planned for Q3 and Q4 to complete the project, including the introduction of a reporting platform to monitor and report on the sites receiving support.

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	3.9	4.3	4.2	0.0
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Making best use of land programme is expected to be as budgeted at year-end.

Year-to-date shows £0.6 million underspend in the Maximising current opportunities to accelerate early delivery project is due to the London Estate Delivery Unit project where £0.3 million of staffing costs accrual are yet to be invoiced for from the end of 2025-26. There is also a £0.2 million underspend in the Strategic planning framework programmes project due to the London Plan, fixed term posts are starting to be recruited to and £0.1 million of unbudgeted income from the Ministry of Housing, Communities and Local Government (MHCLG) for green belt has been received.

Capital

(£million) - Gross

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

Significant programme variances

The Making best use of land programme is expected to be as budgeted at year-end.

4.
REDUCING NON-RESIDENTIAL EMISSIONS

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4. REDUCING NON-RESIDENTIAL EMISSIONS



SRO - MEGAN LIFE
ASSISTANT DIRECTOR, ENVIRONMENT AND ENERGY

Programme Performance Summary

The Reducing Non-Residential Emissions programme includes the Mayor's work to engage Londoners and show global leadership in tackling climate change. It includes London's efforts to decarbonise the commercial and public estate, as well as the city's energy and waste systems. There is good progress across the projects in this programme, with nearly all rated as Green.

In Q2, the ninth – and largest to date - round of the London Community Energy Fund (LCEF) closed for applications and bids are now being assessed. Delivery from LCEF8 continues on the ground with the installation of solar panels, heat pumps and other decarbonisation measures aimed at reducing fuel costs and supporting local power ownership. This quarter also saw the final National Planning Policy Framework published as well as the Draft London Plan 2026, both including positive policies for the continuation of London's ambitious energy efficiency standards which, in the current 2021 London Plan, achieves a more than 50 per cent reduction in carbon emissions from new developments compared to national Building Regulations. The Mayor's efforts to support a strong pipeline of climate projects have also progressed well through Q2 with the first deal on the EDGE fund soon to be announced, a new round of expressions of interest for the remaining £150m in the £500m Green Finance Fund, and procurement well underway for the extension of the Zero Carbon Accelerator.

The project to support the GLA Group to consume clean power has made positive progress, with TfL lining up a procurement for a further Power Purchase Agreement (PPA) and other members of the Group, including the GLA, taking initial steps towards a joint PPA procurement. This latter is expected to commence in 2027, following TfL's procurement, in order to stagger market engagement and calls on procurement resource.

A new risk has been noted in this quarter's report around the potential implications for the Department for Energy Security and Net Zero (DESNZ) in the forthcoming Budget given financial pressures around national defence. While the detail is currently unknown, this may impact projects under this programme. The GLA is managing this risk by continuing to engage with DESNZ and monitoring the situation closely.

Overall the programme remains on track, with projects progressing well and risks being actively managed.

4A. PERFORMANCE
REDUCING NON-RESIDENTIAL EMISSIONS

Project	Q1 2026-27	Q2 2026-27	Project overview
1.1 Delivering the Greener Schools initiative	CG	CG	The project completed in Q1 with a final total of 41 schools receiving funding to install energy saving measures. Of these, 30 schools had solar energy installed and 11 had LED lighting installations. Other measures, such as insulation and battery storage for solar PV, were also installed.
1.2 Ensuring London's planning policies support a transition to a zero-carbon economy while delivering housing and economic growth	G	G	The Draft London Plan 2026 was published on 19 July 2026. The draft includes updated policies that balance ambitions around net zero, housing delivery and economic growth. The 2025 Energy Monitoring Report is also on track for publication in Q3, as planned.
2.1 Delivering another round of the London Community Energy Fund	G	G	Through the eighth round of the London Community Energy Fund (LCEF8) 28 projects were selected for funding and are being delivered. In Q2 Streams 1 (Feasibility) and 2 (Delivery) of LCEF9 closed and successful applicants will be notified in December.
2.2 Supporting the GLA Group to consume and generate clean power	A	A	TfL is developing procurement strategies for future tranches of its Power Purchase Agreements (PPAs), which are intended to cover approximately a further 50 per cent of its current electricity consumption. The Clean Power Programme is also exploring opportunities for other GLA Group organisations to procure PPAs. The procurement phase, originally scheduled to commence in Q3 2026–27, has been rescheduled to Q1 2027–28 to better align with TfL's planned procurement timetable, enabling more effective market engagement and supporting uptake. The RAG rating remains Amber to reflect the delay to the original timetable and the risk that this could affect the pace of progress towards securing renewable electricity through PPAs across the GLA Group. The revised timetable is intended to mitigate these risks by allowing procurement activity to be better coordinated.
3.1 Driving a pipeline of viable and investible decarbonisation projects	G	G	Through the first call-off contract, Zero Carbon Accelerator (ZCA) 1.0 is supporting or has supported a total of 61 support packages. These support packages will enable delivery of decarbonisation projects with a combined capital value of over £470 million across London. These decarbonisation projects are expected to generate substantial savings for public sector organisations and are expected to save nearly 700,000 tonnes of CO2 over their lifetime, and around 24,000 tonnes annually by 2030. Following a decision to extend the ZCA in Q1, a second call-off contract will go live shortly (ZCA 2.0) and will support more organisations to deliver decarbonisation projects.
3.2 Financing projects through the Mayor's London Climate Finance Facility	G	G	The London EDGE Fund has now finalised its first investment and is pursuing further potential deals. The GLA is continuing to reflect on EDGE and consider next steps. The Green Finance Fund (GFF) has allocated £346.8m for the implementation of 15 projects to date. In September 2026, the sixth Expression of Interest round was launched, closing in January 2027. In September 2026, the 2025-26 Annual Allocation and Impact Report were assessed externally and published. These reviewed the use of the GFF to date.

4A. PERFORMANCE
REDUCING NON-RESIDENTIAL EMISSIONS

Project	Q1 2026-27	Q2 2026-27	Project overview
3.3 Developing a new strategy for enabling London to access green finance at scale	G	G	The Climate Finance Taskforce submitted its final report to the GLA in June 2026. Its recommendations are informing the Mayor's approach to green finance, including the expansion of the Zero Carbon Accelerator to help develop investment-ready climate projects, while other recommendations continue to be explored across the GLA.
4.1 Support London's waste authorities, citizens, and businesses to reduce waste, reduce carbon emissions and increase circularity	G	G	Waste and circular economy policies have been updated within the Draft London Plan 2026 and are currently being consulted on, with supporting evidence published alongside. Of the 102 referrable developments submitting planning documents for review, 97 per cent submitted circular economy statements. The Deputy Mayor for Environment and Energy continues to chair ReLondon Board and the GLA is supporting the recruitment of a new ReLondon CEO.
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. The London Climate and Sustainability Commission (LCSC) Commissioners are commencing their workplan which focuses on nature and development, climate communications and green growth. 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	In Q2 the GLA began collecting data for the 2027-28 Climate Budget. We have joined C40 Cities' Climate Budget Programme for another year, demonstrating international leadership on this topic and sharing our experiences with other cities. To date, 491 GLA staff (32 per cent) have been trained as part of the Climate Literacy work.

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	6.2	9.8	9.8	0.1
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

There is likely to be a small overspend on staff costs in the Reducing non-residential emissions programme at year-end; this overspend may reduce by the next quarter due to vacancies in the Environment and Energy team. There are no significant year-to-date variances in this programme.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	25.7	26.0	37.8	11.8
Q2	25.7	38.0	38.0	0.0
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Reducing non-residential emissions programme is expected to be as budgeted at year-end.

There is a £6.5 million year-to-date overspend due to a loan drawn down earlier than anticipated by a local authority to support Heat network within the borough.

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

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



SRO - TIM STEER
EXECUTIVE DIRECTOR, HOUSING AND LAND

Programme Performance Summary

Providing accommodation and wider support for those who need it most is a priority for the Mayor of London. The programme supports a range of Londoners including people experiencing homelessness and rough sleeping, victims and survivors of domestic abuse, and migrant Londoners.

Over the last quarter, the programme has continued to progress well. Capital contractors have completed a technical due diligence report for the fifth Ending Homelessness Hub and proposed initial timelines for the project, which anticipates works completion between April and September 2027. Draft funding guidance for the Homes off the Streets programme is progressing well, with the programme on track to launch this financial year. The Domestic Abuse Safe Accommodation (DASA) open framework closed for bids in September, and awards are expected to be communicated imminently. The Domestic Abuse Safe Affordable Homes Programme (DASAHP) also closed to Continuous Market Engagement at the end of September. Five projects have been approved, and 27 starts on site have been claimed. Remaining starts will be claimed by March 2027. Under the Hong Kong and Ukraine programmes, proposals for grant programmes supporting employment readiness as well as providing legal advice sessions have been agreed and are currently open for applications. Meanwhile, Refugee Action's Impact report for the 2025-26 Frontline immigration Advice programme has been received and is under review.

However, whilst projects aimed towards preventing rough sleeping and providing sustainable routes off the streets are progressing well, the number of rough sleepers in London remains high. This reflects the scale and complexity of the homelessness system in London, both in terms of the drivers of homelessness and the range of partners involved in work to prevent and relieve homeless. London-wide work through the Ending Homelessness Accelerator is critical to ensure the ongoing programme activities drive the level of change required to deliver the Mayor's ambition of ending rough sleeping by 2030. The GLA, with partners through the Ending Homelessness Accelerator Programme, is extending and enhancing pan-London services, and providing funding for targeted projects on a subregional level. Procurement is now nearing completion, with the first services planned to start in Q3 2026-27.

In addition to the ongoing and complex challenge of high levels of rough sleeping, demand across the wider homelessness sector continues to outstrip capacity. While increased funding from government through the Rough Sleeping programme and longer-term funding certainty through the Integrated Settlement is welcome, demand remains high, including amongst particular groups such as refugees experiencing, or at risk of homelessness. Limited move-on accommodation options and continued pressure on immigration advice services, driven by funding and capacity constraints, are creating additional barriers and placing further strain on homelessness services across London. Additionally, the landscape for those in need of immigration advice remains difficult, with external reduced funding having an impact on services. The GLA is continuing to collaborate with government and other partners to mitigate impacts and better meet demand and continues to convene the London Strategic Migration Partnership as part of our system leadership role.

Despite these challenges, through effective partnership with national, subregional and local government and the voluntary and community sector, and continued strategic use of devolved funding, overall the programme remains well positioned to deliver its goals.

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

Project	Q1 2026-27	Q2 2026-27	Project overview
1.1 Prevent rough sleeping wherever possible	A	G	Lease negotiations for the 5th homelessness hub have continued to progress since the last update, with project completion still forecast for April–July 2027. Procurement activity for new rough sleeping services, designed to strengthen prevention, is also progressing, with commencement planned for Q3 and Q4 2026–27. The RAG rating has moved from Amber to Green to reflect continued progress against the planned timetable, with key milestones remaining achievable and no significant delays currently anticipated.
1.2 Provide rapid, sustainable routes away from the streets for people who are sleeping rough	G	A	Single Homelessness Accommodation Programme (SHAP) projects have exceeded delivery milestones in previous quarters and have supported 614 people to date. The government has confirmed that the projects can be extended for a further three years and has made funding available to support this. Recommissioning of support service contracts under the Homes off the Streets (HOTS) programme is underway, with the new contracts expected to commence on 1 April 2027. However, this element carries increased delivery risk due to issues with TfL's procurement processes and capacity within its procurement team, which could affect the planned implementation timetable. Meanwhile, design work for the HOTS capital programme is progressing well and remains on track for opening in Q4 2026–27. Over the coming quarter, work will focus on agreeing how the capital programme integrates with the new Rough Sleeping Programme funding. The RAG rating has moved to Amber to reflect the increased risk to the timely recommissioning of HOTS support services, despite strong progress across SHAP projects and the HOTS capital programme.
1.3 Domestic Abuse Safe Accommodation (DASA) programme	G	G	The commissioning programme continues to progress on track. Extensions to Lot 2 Call Off contracts and continuation grants have been completed, securing funding for services until March 2027, and the 'By and For' programme commenced service delivery on 1 April 2026. The Transitions Fund, providing bridge funding for local authorities, launched in June and closed in August 2026, with award outcomes being finalised. These will be communicated to applicants once the Open Framework bidding process concludes by the end of October 2026. The Open Framework launched in June, one month ahead of schedule, and assessments are complete, with award announcements expected by the end of October 2026. Implementation of subregional coordinators began in September, and recruitment is underway to identify five boroughs to host these grant-funded roles. The DASAHP closed to Continuous Market Engagement on 30 September 2026, with 27 starts on site claimed to date and the remaining starts expected to be claimed by 31 March 2027.
1.4 Domestic Abuse Safe Accommodation Housing Programme (DASHAP)	G	G	The programme closed to Continuous Market Engagement as of 30 September. Work to strengthen the pipeline was successful and the programme concluded with five projects being approved. 27 starts on site have already been claimed under the AHP 21-26 and the rest of the starts will be claimed by March 2027. There are three revenue/capital applications which are undergoing review and assessment, to be concluded in October 2026.

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

Project	Q1 2026-27	Q2 2026-27	Project overview
1.5 Housing Moves	G	A	Housing Moves continues to deliver for its two intended groups; victims/survivors of domestic abuse and former rough sleepers. Despite no set target for Housing Moves, in Q2 2026-27, the scheme achieved 18 moves (ten moves through the Domestic Abuse Pathway and eight through the Rough Sleeper Pathway). Quarterly monitoring and review meetings with G15 are ongoing, with improvements seen, including one of the largest housing associations achieving a 50% contribution rate by the end of Q2. This project is rated Amber given slippage on the Housing Moves review, due to capacity constraints and the need to prioritise resources for the delivery of the schemes. The review will now start in Q3 2026-27 rather than Q4 2025-26.
2.1 Welcome and integration support – Hong Kong and Ukraine	G	G	The MHCLG grant agreement has been signed, and the design of this year's funded projects completed. We will deliver an employment readiness programme and a series of legal advice sessions for communities on MHCLG programmes, with support proportionate to the size of each community. Applications are currently open, with grants expected to be in place by the end of November 2026 and delivery completed by the end of March 2027. Targets will be confirmed once grants have been awarded.
2.2 Building immigration advice capacity	G	G	All three programmes are in progress, with two of the three in procurement for contract extensions. The new employment advice programme is still in planning phase but due to progress to procurement in Q3. All three aim to ensure continuity of 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 Delivery Board took a number of key decisions in Q2 regarding subregional resource, programme staffing, supported housing revenue funding, and the government's new Rough Sleeping Programme. The Rough Sleeping Programme adds significant new resource into winter activity, with £41m for 2026-2027 to support an offer of a route off the streets for those that need it. Activity to deliver the Rough Sleeping Programme has been mobilised, in partnership with the Ministry of Housing, Communities and Local Government (MHCLG).

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

Project	Q1 2026-27	Q2 2026-27	Project overview
3.2 Deliver the DASA strategy 2025-27 and DASA Partnership Board	G	A	The Domestic Abuse Safe Accommodation (DASA) Strategy was completed and published in March 2025. Members of the DASA Partnership Board have been informed of our intention to restructure the board and refresh membership by April 2027. The refresh of the board will consider representation on the board and ensure participation of both the violence against women and girls (VAWG) and housing sectors, consider how best to incorporate lived experience voices, and establish how the board works and interfaces with the Ending Homeless Accelerator Programme. The most recent DA Partnership Board meeting took place in September 2026 and was focussed on the subregional coordinators model. The next meeting will take place on 20 January 2027 and will include an update on the DASA commissioning programme, a discussion on the Partnership Board review, and a discussion on the Whole Housing Approach and DASA programme's alignment with it. This project is Amber as delivery of the Partnership Board review has slipped from its original milestone. This review had to be deprioritised in the context of the commissioning programme (and related procurement activities, which have an impact on service mobilisation, continuity, and safe demobilisation). There are no material impacts of the delay of this review on the DASA programme. The Partnership Board has not been paused, and it has continued to be engaged throughout the commissioning process. The review will seek to refresh membership and objectives and ensure it is fit for purpose given DASA's new commissioning approach.
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 July 2026 and 30 September 2026, 16 households, comprising 55 individuals, were resettled in London through the Afghan resettlement programme and the UK Resettlement Scheme. Ongoing low numbers are due to a reduction in the number of Afghans arriving in the UK, rather than the ability or willingness of London to respond. The LSMP Board met this quarter. The meeting had a particular focus on Modern Slavery and Safe Reporting for migrant victims of crime with Kaya Comer-Schwartz, Deputy Mayor for Policing and Crime present. Work continued towards objectives, including the ongoing review on how local government-led approach in the capital might deliver the next iteration of asylum accommodation and support contracts, and work to ensure asylum contingency hotels are done in partnership. Additionally a new ESOL coordination pilot has been developed by the GLA in response to feedback from LSMP Board and the wider migration sector, which furthers one of our LSMP Objectives.

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	27.4	22.1	20.1	-2.0
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

Accommodation and wider support for those who need it most programme has a full year forecast underspend of £2 million as Integrated Settlement revenue funding received for Supported Housing project is likely to be spent in future years rather than this financial year. Spending plans and allocation on this funding is being worked up therefore deliverables via grants and contracts are likely to materialise in future years.

Year-to-date shows an underspend of £2.3 million, mainly due to late claim from lead borough for funding under the Long-Term Rough Sleeping Innovation project (£1.6 million). There is also some lag in claims for Domestic Abuse Support Accommodation project grants (£0.7 million).

6. REDUCING INEQUALITIES

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6. REDUCING INEQUALITIES



SRO - TOM RAHILLY
ASSISTANT DIRECTOR, COMMUNITIES AND SOCIAL POLICY

Programme Performance Summary

The Reducing Inequalities programme continued to perform well in Q2 2026-27. Work focused on addressing structural inequalities, strengthening our strategic partnerships, ensuring Londoners can play a full role in their city and improving community cohesion.

A significant milestone was the launch of the first Action Plan for Deaf and Disabled Londoners. Developed with Deaf and Disabled Londoners, it sets out commitments across six priority areas, including safety, transport and housing, to address structural inequalities and improve inclusion and accessibility. The focus will now shift to delivering on these commitments.

London Voter Registration Week saw strong partnership working and communications activity, boosting engagement with underrepresented groups to increase voter registration. Community Spaces, supported by the Loved and Wanted Fund, delivered a programme of summer events supported by Deputy Mayoral visits and communications, strengthening local networks and improve community cohesion. Talk London continued to exceed engagement targets, ensuring Londoners' voices are at the heart of Mayoral priorities and decision-making.

Work continued to help households to maximise their income, access support earlier and be more resilient to cost-of-living pressures. Through the Family Financial Resilience Partnership latest quarterly data shows over 3,800 low-income families have been supported to access financial advice and support so far in 2026-27, cumulatively achieving £3.89m in income gains.

Partnership working remains central to the successful delivery of this programme. The London Anchor Institution Network's members continued to collaborate on inclusive employment, responsible procurement, climate action and support for young Londoners. Highlights included the publication of the Network's annual impact report, successful completion of the Supply Chain Mentoring Programme and progression of the Early Years Levy Transfer initiative.

Progress was made in embedding the wider determinants of health within health system reform, strengthening City Hall's influence across London's health and care landscape, and providing strategic leadership on heart health, children's health and mental health in London. In partnership with London Ambulance Service, progress has been made on increasing Londoners' access to life-saving defibrillator equipment. Work has continued to ensure that all of the Mayor's policies and programmes have a positive impact on Londoners' health and wellbeing, including across key priorities such as rough sleeping, air quality, heat resilience, and violence against women and girls.

Looking ahead, Q3 priorities include development of Mayor's Equality objectives 2026-30; delivery of the next phase of benefits up-take campaign; strengthening London's health system leadership and reform; and increasing mayoral influence on health and care system reform.

6A. PERFORMANCE
REDUCING INEQUALITIES

Project	Q1 2026-27	Q2 2026-27	Project overview
1.1 Engaging Londoners to shape GLA group programme and policy delivery	G	G	Engagement with a wide range of stakeholders took place with nine engagement workshops bringing together approximately 100 stakeholders to inform the development of the Mayor's Equality Objectives for 2026-2030 across all eight protected characteristics. This engagement has provided a strong evidence base and stakeholder insight to support the refresh of the new objectives. Work also progressed on finalising and launching the Mayor's Disability Action Plan in partnership with advocacy group, Inclusion London, Deaf and Disabled Londoners and other Deaf and Disabled People's organisations.
1.2 Embedding and promoting equality and equity	G	A	Public Sector Equality Duties (PSED) are being met. The team has continued to provide advice and support to colleagues undertaking Equality Impact Assessments (EqIAs), helping to maintain consideration of equality impacts across programmes and activities. Planned work to strengthen compliance further will progress fully once the Equalities team is up to full strength.
2.1 Working with London's communities	G	G	Talk London continued to deliver representative engagement, exceeding its target of 1,000 participants per campaign. More than 1,200 Londoners took part in each Q1 campaign, while the 12 month average increased to 1,580 participants per campaign in Q2, strengthening the evidence base for policy development. Engagement with London's communities continued through visits, roundtables and relationship-building, including with faith communities. This has strengthened understanding of community priorities and helped inform policy development. Work also progressed to strengthen links between the GLA and London's Voluntary Community and Social Enterprise (VCSE) sector, improving the flow of intelligence, evidence and expertise. Key achievements included convening CVS and Volunteer Centre Network leads, publishing the second A System at Risk report, supporting the London Volunteering Strategy Group, and increasing VCSE engagement through the London Partnership Board and Mission Boards. Together, these activities have strengthened collaboration and ensured community voices continue to inform strategic decision-making.
2.2 Civic and democratic participation	G	G	The 2025-26 GLA Civic and Democratic Participation Programme Evaluation was published on the GLA Democracy Hub and shared with partners, strengthening the evidence base for future democratic engagement activity. London Voter Registration Week was successfully delivered in partnership with Shout Out UK, a broad coalition of civil society organisations and statutory partners, supporting efforts to increase voter registration and participation across London. Enhancements to the GLA Democracy Hub were implemented following user testing ahead of the campaign.
3.1 Loved and Wanted, Community Support and activity to support social cohesion	G	G	The project has continued to progress, with the evaluation partner completing its first participant survey, early communications activity underway, and planning completed for the first peer learning event. Initial feedback from venues indicates that funded spaces are becoming trusted community hubs, supporting social connection, participation and mutual support among local residents. New project leads are now in place, and a project review will be undertaken to assess progress against objectives, identify opportunities for improvement, and ensure delivery remains focused on achieving intended outcomes.

6A. PERFORMANCE
REDUCING INEQUALITIES

Project	Q1 2026-27	Q2 2026-27	Project overview
4.1 Working with national and local government to tackle poverty	A	G	The project's status has improved from Amber to Green, reflecting increased delivery capacity. Development of the Local Welfare and Support Framework Toolkit is now progressing as planned, with no impact on the overall project timeline. Engagement with London boroughs and government officials has also continued to strengthen coordination of local welfare support, helping to improve the effectiveness and accessibility of support available to Londoners.
4.2 Income maximisation and child poverty	G	G	The project remains on track, with continued improvements in partnership integration, delivery reach and impact through the Family Financial Resilience Partnership. Phase 4 of the Benefits Take-up Campaign was successfully delivered, helping to increase awareness and uptake of available support among eligible Londoners. Ongoing monitoring activity is progressing as planned, with impact findings due to be reported in Q3 2026-27.
4.3 London Anchor Institutions' Network (LAIN)	G	G	All planned activity for the quarter has been successfully delivered, resulting in strong progress across the network's key priorities. The publication of the annual Impact Report highlighted the collective achievements and impact of members in 2025-26 from £830m of new contracts awarded to SMEs, to 4,479 apprenticeships created, 266 supported internships offered for those with learning disabilities, and more than 5,000 staff trained in climate literacy. The completion of the Supply Chain Mentoring Programme and delivery of a further Supplier Readiness Webinar strengthened support for small businesses and suppliers. A Menopause Action Plan webinar helped promote inclusive workplace practices, and work continued to advance environmental sustainability through the Scope 3 Emissions Task and Finish Group and launch of a new Climate Risk Assessment Task and Finish Group. The Early Years Levy Transfer project also progressed significantly, increasing outputs and building momentum towards its intended outcomes. In addition, the onboarding of new member institutions has expanded the network's reach, strengthened collaboration and increased its capacity to drive positive change across priority areas.
5.1 Health and Care System Leadership	G	G	The London Health Improvement Board was successfully established and has begun driving delivery against its priorities of heart health, children and young people's health, and mental health. Progress has also been made in exploring current investment in the prevention of ill health across the health and care system and opportunities to shift resources, with an initial focus on improving heart health outcomes. The GLA has continued to embed the wider determinants of health within emerging Integrated Neighbourhood Teams, strengthen relationships with London's Integrated Care Boards, and increase its influence within regional health governance through representation on the London Transformation Board and development of proposals relating to health devolution and wider system reform. The inclusion of the GLA within Section 75 legislation further strengthens its role in shaping London's health and care system.

Project	Q1 2026-27	Q2 2026-27	Project overview
5.2 Health Mission and Health Innovation Zone	G	G	Health Mission: Progress has continued towards the completion of the discovery phase and transition to delivery. Key milestones included completion of the draft theory of change, development of 20 innovative concepts, identification of a test-and-learn use case, and progression of the Mission narrative. A draft community insights report has been received and is being finalised, while a new co-chair for Health Mission Board has been appointed ahead of the November Board meeting. Preparations are also underway for the London Office of Technology and Innovation (LOTI) immersive event to engage partners on next steps. Health Innovation Zone (HIZ): Strong progress has been made in moving from design to implementation. Following approval of the operating model and publication of the London Life Sciences Strategy, the HIZ is now acting as a key delivery mechanism for the Strategy. Having completed its role of developing London's ambition and approach to become a HIZ, the Steering Group was stood down. Planning is underway for London Life Sciences Week event in November.
5.3 Health Inequalities Strategy Implementation plan	G	G	Officers completed evidence gathering, stakeholder engagement and drafting of the Health Inequalities Strategy Progress Report, providing an overview of progress across the five priority themes: Healthy Children, Healthy Minds, Healthy Places, Healthy Communities and Healthy Living. The report captures key achievements, outcomes and learning since the Implementation Plan was launched in 2025 and remains on track for publication at the end of November.
5.4 Mayor's Tests on NHS reconfiguration	G	G	Engagement with the Mount Vernon programme team and NHS partners continued throughout the quarter, helping to maintain oversight and support informed decision-making as the programme progresses into Phase 2. The Mayor's Health Advisor reviewed progress against recommendations from the Mayor's Phase 1 independent assessment, with the NHS demonstrating how these recommendations are being incorporated into ongoing work. Preparatory work for Phase 2 of the Mayor's independent assessment has also progressed, providing an evidence base to inform the Mayor's future response to the consultation. In parallel, the Health Unit has continued to monitor emerging NHS reconfiguration proposals to ensure potential impacts and opportunities for Londoners are identified and considered at an early stage.
6.1 Working in partnership to support public mental health and wellbeing	G	G	The Thrive LDN Independent Partnership Stocktake has been completed, with partners agreeing a clear set of next steps to inform the future direction of the partnership. A new GLA grant agreement for 2026-27 has also been agreed. Activity to mark World Suicide Prevention Day was successfully delivered, including the #ZeroSuicideLDN webinar programme, with more than 465,000 people now having completed the training. In addition, the Community Resilience Microgrants scheme has been launched, offering grants of up to £5,000 to grassroots organisations to strengthen community wellbeing, resilience and belonging.

6A. PERFORMANCE
REDUCING INEQUALITIES

Project	Q1 2026-27	Q2 2026-27	Project overview
6.2 Action to utilise the creative and cultural assets of London to improve wellbeing	G	A	The project RAG has moved to Amber as the reduction in resources within the Unit has impacted delivery capacity. Despite this, work has continued to strengthen the Dementia Friendly Venues programme, helping more cultural venues become accessible and welcoming to people living with dementia. Engagement with the sector included a presentation to the London Culture Forum at Polka Theatre, participation in the Southbank Centre's Creative Health Assembly, online Q&A sessions and engagement with the Lewisham Dementia Community Action Group. Alongside this outreach, work progressed to refresh the accreditation portal and prepare a programme of webinars and interest-group engagement to support venues through the accreditation process. While the pace of new accreditations slowed over the summer as venues focused capacity on programme delivery, this preparatory work is intended to maintain engagement and build a stronger pipeline of venues ready to progress accreditation.
6.3 Action to improve heart health	A	G	Defibrillators: The London Ambulance Service (LAS) continues to deliver the programme in line with cumulative grant agreement milestones, supporting the expansion of access to life-saving defibrillators across London and improving emergency response coverage in priority areas. Million Hearts and Minds: Work is ongoing to identify opportunities for GLA involvement in supporting the wider aims and intended outcomes of the Million Hearts and Minds (MHM) campaign. Engagement is helping to identify where the GLA can add value through partnership working, communications and alignment with broader health improvement objectives. The RAG rating is now Green, reflecting the good progress made in delivery of the defibrillators programme and the MHM campaign.
6.4 Action to mobilise the full range of Mayoral policy to improve health and wellbeing	G	G	The GLA Group Public Health team continued to deliver on the Mayor's Health in All Policies approach to improve Londoners health and wellbeing, including tackling rough sleeping, evidencing air quality improvement, advancing heat readiness and resilience, improving strategic licensing, and addressing violence against women and girls. It is preparing its Annual Report, and reported on progress to the GLA Group Public Health Forum and GLA Group Public Health Function Board in September 2026. As part of its Health in All Policies Skills Building Programme for GLA Group officers, the Public Health team hosted a September 2026 webinar session providing information and insights on health and care system reforms in London. Development and planning work continued ahead of the team's annual Health in All Policies Masterclass event at City Hall in October 2026.

6B. FINANCIAL SUMMARY
REDUCING INEQUALITIES

Revenue

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	11.4	13.5	13.5	0.0
Q2	11.4	11.5	11.5	0.0
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

There is likely to be a small underspend on staff costs in the Reducing inequalities programme at year-end due to the Anchor Institutions team. There are no significant year-to-date variances in this programme.

7. SUPPORTING COMMUNITY, CULTURAL AND SPORTING EVENTS IN LONDON

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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 supports a diverse range of community, memorial, volunteering and cultural activities across the capital. Working closely with stakeholders, partners and communities, the programme continued to successfully deliver the events and initiatives that help create, maintain and strengthen a capital city for all Londoners.

During Q2, Pride in London was safely and successfully delivered by partners, attracting an estimated 1.8 million attendees and reinforcing London as an inclusive global city. Notting Hill Carnival was successfully delivered by partners, bringing together London's diverse communities in a vibrant celebration of Caribbean culture, heritage and creativity. Welcoming millions of visitors, the event showcased the capital's cultural richness and global appeal. Additional funding from the Mayor supported enhanced infrastructure, stewarding and operational planning, contributing to the safe and effective delivery of the event. The events programme also successfully delivered a number of community and memorial events, including Black on the Square, Latino Life in the Park, UNESCO Day for Remembering the Transatlantic Slave Trade and its Abolition, and commemorations marking the 7/7 Anniversary.

Planning for the 2026 New Year's Eve Fireworks is progressing well, with stakeholders and partner agencies engaged across all workstreams. Operational planning meetings are underway, with TfL and the Metropolitan Police Service.

The unveiling of the 16th Fourth Plinth commission, Lady in Blue by Tschabalala Self, attracted strong public and media interest. Preparations for the opening of the new London Museum continued, including the fit-out of major public, learning and commercial spaces, alongside development of the opening programme, London Tastes, and the launch of a call-out for the Sound of London DJ Collective. The lead delivery partner for the London Borough of Culture Haringey 2027, Haringey Culture Collective, completed key recruitment and continued fundraising activity. Internationally, the World Cities Culture Forum facilitated leadership exchanges and city-to-city collaborations, strengthening London's global cultural networks and sharing of expertise on areas including film, public realm transformation and cultural policy. London also secured a place on the Bloomberg Global Fellowship Programme, creating opportunities to bring international learning and best practice back to the city.

Volunteer engagement activity continued in Q2 through the Equitable Volunteer Forum programme, with three further forums planned for delivery later this year. Work is also underway to strengthen volunteer recognition across the wider social cohesion programme, including support for the Mayor's Loved and Wanted Community Spaces programme. Ahead of International Volunteer Day and the festive period, a programme of recognition activity is being developed. This quarter, Debbie Weekes-Bernard, Deputy Mayor for Communities and Social Justice, recognised the contribution of Team London volunteers supporting the Black on the Square event.

The Supporting Community, Cultural and Sporting Events in London programme overall remained on track during Q2, successfully delivering a portfolio of events, cultural programmes and volunteering activity. Continued collaboration with partners and communities has strengthened London's reputation as an inclusive, diverse and globally connected city, while ensuring preparedness for key priorities in the months ahead.

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

Project	Q4 2025-26	Q2 2026-27	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 throughout the year, with ongoing planning and delivery of cultural celebrations and commemorations. This includes Black on the Square, which celebrates Black culture, heritage and achievement through music, food, performance and community activity; Latino Life in the Park, showcasing the vibrancy and diversity of London's Latin American communities through arts, culture and family-friendly entertainment; and UNESCO Day for Remembering the Transatlantic Slave Trade and its Abolition, which provides an opportunity to reflect on the legacy of the transatlantic slave trade, honour those affected, and promote education and understanding. The programme also marks significant moments of remembrance, including the 7/7 Anniversary, bringing Londoners together to remember those who lost their lives, support bereaved families and survivors and recognise the resilience of the city.
1.2 Delivering emblematic projects	A	A	Both projects—the Memorial to Victims of Transatlantic Slavery and the HIV/AIDS Memorial, delivered by AIDS Memory UK—are progressing, with unveiling planned for 2027. Memorial to Victims of Transatlantic Slavery: The project continues to progress, with planning permission expected by the end of Q2 2026–27, although the decision had not been received at the time of writing. Fundraising remains ongoing, with a strategy in place and being implemented to reduce the funding gap. Assessments for the Sites of Memory Community Grant Programme, supported by the National Lottery Heritage Fund, took place during Q2 2026–27, with announcements on selected projects expected in October 2027. The project overall remains Amber due to the ongoing fundraising challenge which remains a risk to delivery within the planned timeframe. HIV/AIDS Memorial: Fundraising is ongoing, supported by an established strategy, as the project continues to work towards its planned unveiling in 2027.
2.1 London Borough of Culture (LBOC)	G	G	Project development for Haringey 2027 is progressing on track. Recruitment of the delivery team and the Haringey Culture Collective Board is complete, while positive funding discussions are ongoing with trusts, foundations and corporate partners. Branding, PR and website development remain on schedule for autumn 2026, with the project launch planned for late February or March 2027. Officers are awaiting direction from the new LB Wandsworth administration on the resources available to support the legacy of the London Borough of Culture (LBOC). This creates some uncertainty around the scope and delivery of legacy activity in LB Wandsworth, although preparations for Haringey 2027 remain on track.
2.2 Fourth Plinth	G	G	The 16th Commission, Lady in Blue by Tschabalala Self, was successfully unveiled on 10 September 2026 with significant positive media and public response. Engagement activity through our free digital platform Bloomberg Connects and through talks and events ensures the work continues to connect with audiences. Press and media is being monitored and will be analysed to assess reach compared to current baselines.

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

Project	Q1 2026-27	Q2 2026-27	Project overview
2.3 World Cities Culture Forum	G	G	The World Cities Culture Forum (WCCF) continued to strengthen international collaboration and knowledge exchange between member cities. A meeting of the Film Cities exchange took place online, connecting London with the other major global film cities of Los Angeles, New York City, Toronto, Vancouver and Montreal. The first part of the bilateral exchange with Barcelona was also completed, with Barcelona hosting a visit focused on sharing approaches and learning between cities on pedestrianisation of streets and other public realm, e.g. Oxford Street. This will inform a reciprocal visit hosted by London in early 2027. Planning also progressed for the final exchange, focused on How to Build a Resilient Night-Time Economy, where London will join seven other cities for an exchange hosted by Amsterdam. London was also successful in securing a place on the Bloomberg Global Fellowship Programme, providing a further opportunity to strengthen London's international networks and bring global learning back into the city's work. The Head of Programme for Culture, Creative Industries and 24-Hour London has joined the fellowship and is preparing to participate in the programme, beginning with the WCCF Summit taking place in Tokyo in October 2026.
2.4 London Museum	G	G	The new London Museum will open to the public on Saturday 28 November 2026. The summer has seen work on fit-out of all the new public spaces including three major gallery spaces - Past Time, Our Time and Real Time - along with food & beverage, retail and learning spaces continuing apace. A call-out for DJs to take part in the Sound of London DJ Collective was launched in July with emerging DJs providing the soundtrack for weekly late night openings.
3.1 New Year's Eve	G	G	2026 events planning continues to progress well, with all key stakeholders and partner agencies actively engaged in planning and delivery. Operational planning meetings have commenced, ensuring coordinated development across all workstreams. Ticketmaster has been appointed as the ticketing partner and is developing a dedicated event app to host tickets and support efforts to reduce fraudulent sales. The Metropolitan Police Service will undertake a tabletop exercise this year, reflecting the maturity of planning arrangements. Detailed site visits have been completed with TfL to review transport operations, while the recently appointed Crisis Communications Specialist and Event Operations Manager have both started and are actively supporting delivery.
3.2 Notting Hill Carnival	G	G	Notting Hill Carnival was successfully delivered by partners, bringing together London's diverse communities in a vibrant celebration of Caribbean culture, heritage and creativity. As one of the world's largest street festivals, the event attracted millions of visitors across the Carnival weekend and was delivered through close partnership working between organisers, local authorities, emergency services and a wide range of stakeholders. The Mayor of London provided additional funding to support the safe and effective delivery of the event, helping to strengthen infrastructure, stewarding and operational planning. This investment contributed to a successful event that celebrated London's cultural richness, generated significant economic benefits for the capital, and reinforced the city's reputation as a welcoming, inclusive, and globally renowned destination for major events.

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

Project	Q1 2026-27	Q2 2026-27	Project overview
3.3 Pride	G	G	Pride in London was successfully delivered by partners, providing a safe, inclusive and vibrant celebration of London's diverse LGBTQIA+ communities. The event attracted an estimated 1.8 million people to the capital's streets, demonstrating its continued significance as one of the UK's largest public celebrations. Working closely with event organisers, emergency services, local authorities and key stakeholders, the event was delivered safely and effectively, with strong public engagement and positive feedback from participants. Pride in London continues to play an important role in promoting equality, visibility and inclusion, while showcasing London's reputation as an open, welcoming and diverse global city.
4.1 Volunteering deployment	G	G	Team London Volunteering has supported one key event this quarter with volunteers supporting Black on the Square. The team's primary focus this quarter was to work closely with the Executive Director to review the GLA's role in directly deploying volunteers. External events previously delivered in this period were paused, such as The Big Half and the T100 marathon, and therefore deployment numbers are lower compared with Q2 2025-26. Following the recent restructure, this work is currently being owned by the Communities Project Team. The new team has now been inducted to take responsibility for delivering the Equitable Volunteer Forum (EVF) work. Following the EVF summer hiatus, the planning group will meet on 7 October to plan the next series of events that will be topical and relevant to the attendees. Three further forums will be planned for the remainder of the financial year. The team are also exploring ways to integrate reward and recognition work into the broader social cohesion programme including focus on the value of volunteers to the Mayor's Loved and Wanted Community Spaces programme. Milestones will include moments in the run up to International Volunteer's day on 5 December and the festive period 2026.

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	20.1	24.6	24.9	0.2
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Supporting community, cultural and sporting events in London programme is expecting a £0.2 million overspend at year-end due to £0.2 million of non-delivery of savings, that will be offset across the savings and efficiencies programme as a whole.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	25.1	0.1	0.1	0.0
Q2	25.1	14.1	14.1	0.0
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The capital budget for Supporting community, cultural and sporting events in London programme is currently expected to be as budgeted at year-end. There are no significant year-to-date variances in this programme.

8. BOOSTING LONDON'S GROWTH SECTORS

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8. BOOSTING LONDON'S GROWTH SECTORS



SRO - PHIL GRAHAM
EXECUTIVE DIRECTOR, GOOD GROWTH

Programme Performance Summary

A key highlight of Q2 was the publication of the London AI and Jobs Taskforce report in July, all of recommendations of which were accepted by the Mayor, with implementation planning now underway. This includes mobilisation of new AI literacy and business adoption programmes.

Regarding London's investment and growth ecosystem, the Grow London Global programme performed strongly, creating 271 jobs, exceeding recruitment profiles and supporting access to international markets in Singapore and Japan. Alongside this, L&P's inward investment activity generated 387 jobs and £47.4m of GVA and Opportunity London led missions to North America and Asia-Pacific. The London Growth Fund also moved towards launch, with a £20m commitment secured from the British Business Bank alongside GLA investment.

The government confirmed its intention to provide London with powers to introduce an Overnight Visitor Levy, and work is now underway to develop proposals for how a levy could operate, with implementation subject to forthcoming legislation and consultation.

Confirmation of £22m of UK Research and Innovation (UKRI) funding for London was secured, which will support three projects spanning life sciences and quantum technologies, leveraging around £100m of private investment, with a further climate technology project under consideration. The Creative Economy Growth Programme delivered strong results, securing £314m of film and television production investment and supporting more than 5,400 crew opportunities, while major events including London Fashion Week and London Design Festival were successfully delivered.

Good progress continues to be made across London's key growth locations. At East Bank, the first year of programming is under way and handover to the occupier was achieved for the last major institution, BBC Studios, with opening expected next year. At Euston, the GLA is working closely with the government and the London Borough of Camden on the establishment of the Euston Delivery Company and a new locally-led development corporation. The Oxford Street Development Corporation secured planning powers for development management and enforcement, with enabling works underway and the closure of the highway to traffic in October 2026. London also successfully delivered the Women's T20 World Cup and continued preparations for UEFA EURO 2028.

Financial performance remains stable overall, with programmes forecast to operate within approved budgets. The overall funding environment for growth activity, however, remains a critical challenge. While the GLA still seeks to maximise the use of planning, convening and wider powers to drive growth, the long-term funding picture for many London Growth Plan programmes is increasingly dependent on future fiscal devolution or attracting private capital.

Priorities for Q3 include launching the Future London Growth Fund, commencing the AI literacy programme, progressing Oxford Street pedestrianisation, securing the remaining UKRI allocation, progressing the development of London's Overnight Visitor Levy proposals, and agreeing the next phase of London Growth Plan actions.

8A. PERFORMANCE
BOOSTING LONDON'S GROWTH SECTORS

Project	Q1 2026-27	Q2 2026-27	Project overview
1.1. Enabling London's high-growth potential businesses to expand and trade internationally	G	G	Delivery of activities under the Grow London Global project remains on track to achieve its targets by Q4 2026-27. A signed Grant Funding Agreement is in place with London & Partners, and delivery is progressing well. London & Partners has exceeded its recruitment profile for the year to date, having already recruited more than 50 per cent of the programme's target businesses by the end of Q1. Performance against key outputs remains strong, with 271 of the target 300 jobs created already achieved. Businesses have been supported to attend several international markets in Q1, including destinations such as Singapore (Fintech and Cyber sectors), and Japan (Creative industries), each supporting 14 companies to expand into new markets. Over 35 per cent of participating businesses in Q1 are owned by people from underrepresented groups. Due to reporting timelines and the delay between quarter-end data collection and reporting, the data presented in this Q2 report relates to project activity delivered during Q1 2026-27.
1.2. Unlocking access to finance for high-growth small and medium-sized enterprises (SMEs)	G	G	The successor equity fund to the Greater London Investment Fund (GLIF) was launched, with a £3m commitment from GLIF, enabling at least £10m of equity investment in London-based small and medium-sized enterprises (SMEs). GLIF's successor debt fund with £20m commitment, alongside matched commitment from the British Business Bank (BBB) will be announced imminently. Signing of legal documents in process.
1.3 Enabling Artificial Intelligence (AI) adoption in SMEs to deliver sustainable and inclusive growth	N/A	G	Work has commenced to define the appropriate delivery targets for this new project. Communications and marketing campaign likely to commence in December 2026 with a fuller launch and commencement of business support delivery from January 2027. Reportable data should therefore be available from Q4 2026-27 onwards. Due to reporting timelines and the delay between quarter-end data collection and reporting, the data presented in this Q2 report relates to project activity delivered during Q1 2026-27.
1.4 Supporting Londoners to adapt to AI-driven changes in jobs and skills	N/A	G	The London AI & Jobs Taskforce Report has been published. A £2.38m grant-funded AI Literacy for Londoners programme and the London & Partners (L&P) small and medium-sized enterprises (SMEs) AI Adoption support programme (*see project 1.3*) are moving towards a full and a soft launch respectively in December 2026.
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 during Q2, with the GLA strengthening engagement across government and key partners to reinforce the case for Euston as a nationally significant commercial, innovation and growth destination. This culminated in the relaunch of the Euston proposition at the London Real Estate Forum, which successfully demonstrated a shared growth narrative and strong alignment across partners. High-level political engagement has further strengthened the Mayor and GLA's influence in shaping the long-term vision for Euston, ensuring alignment with Mayoral priorities. The GLA has joined the Board for the DfT-sponsored Euston Delivery Company. Joint working with Camden continues to progress a Locally Led Development Company model, with discussions broadening to encompass wider housing, regeneration and economic growth opportunities.

8A. PERFORMANCE
BOOSTING LONDON'S GROWTH SECTORS

Project	Q1 2026-27	Q2 2026-27	Project overview
2.2. Supporting wider growth clusters and corridors in London	G	G	All buildings across the East Bank campus are now open and operational with the exception of BBC Music Studios, which is due to be opened in the next year following completion of fit-out. The first year of the East Bank programme is underway, with four free Festival weekends running between June and September 2026.
2.3. Promoting capital investment in London's built environment through support for Opportunity London	G	G	Opportunity London's work to promote London as a destination for investment and unlock significant new private and institutional capital investment in London's built environment continued this quarter with the team attending multiple London based and international missions. This included, but was not limited to, a capital raising mission to the USA which comprised of a civic visit to New York with London Developers and Tom, Copley, Deputy Mayor for Housing and Residential Development, engaging with stakeholders seeking sites in London such as investors and universities, as well as a real estate matchmaking event at London Experience week. The activities this quarter enabled engagement with over 50 target investors, 10 universities and facilitated 30 direct investor project introductions. Please note that, due to reporting timelines and the delay between quarter-end data collection and reporting, the data presented in this Q2 report relates to project activity delivered during Q1 2026-27.
3.1. Enabling and overseeing delivery of the LGP and mission	G	A	Actions for the first year of the London Growth Plan have been delivered, with priorities for the next phase to be agreed by the Growth Mission Board at its next meeting. However, delivery is increasingly constrained by the end of the UK Shared Prosperity Fund (UKSPF), creating a funding gap for planned activity. As uncertainty over devolved funding remains, the GLA has to consider whether to fund the London Growth Plan through existing budgets or identify alternative sources of investment. In the short term, priorities include progressing the Inclusive Talent Strategy, supporting London & Partners' investment and business support activity, and accelerating infrastructure and housing delivery. The RAG rating has moved from Green to Amber to reflect the uncertainty over future funding and the risk that this could constrain delivery of the London Growth Plan's ambitions unless alternative resources are identified and agreed.
3.2. Investing in London's creative economy	G	G	Film London has reported spend in Q2 of £314,027,500 (Film spend: £220,635,700 and High-end TV spend: £93,391,800). London Fashion Week and London Design Festival delivered with all planning completed for London Film Festival and Film Production Finance Market. These will reported in the next quarter. The evidence base for the Esports Report has been completed in partnership with the British Esports Federation and will be published, date to be confirmed.
3.3. Promoting London as the best city in the world in which to invest and visit	G	G	Delivery across Visit London, Brand London and Team London remains on track to achieve all milestones and success measures by Q4 2026-27. Activity during the quarter included international media engagement through interviews with Radio France and Germany's ZDF, alongside coverage in China's Yicai, helping to promote London as a leading destination for investment and tourism. Foreign direct investment activity supported the creation of 387 jobs and generated £47.38 million in Gross Value Added (GVA). Work is also progressing on the new London brand campaign and initiatives to increase traffic to VisitLondon.com through improved search engine visibility. Please note that, due to reporting timelines and the delay between quarter-end data collection and reporting, the data presented in this Q2 report relates to programme activity delivered during Q1 2026-27.

8A. PERFORMANCE
BOOSTING LONDON'S GROWTH SECTORS

Project	Q1 2026-27	Q2 2026-27	Project overview
3.4. Strengthening London's frontier innovation ecosystem	G	G	UK Research and Innovation (UKRI) has confirmed Local Innovation Partnerships Funding for £22m of projects (two life sciences and one quantum) that leverage c. £100m in private sector investment, and has stated it is willing to fund a further project related to climate tech from remaining funds from London's £30m allocation. The Frontier Innovation Board established by the GLA in 2025, with London and Partners as the chair, has been involved in deciding the focus of investment and technology areas. The GLA has fulfilled its role as the Lead Bidder and will now act as Anchor Entity, which includes the management of projects led by the private sector and commissioning a regional evaluation (with £1.8m allocated for this activity). In addition, Theo Blackwell, the Chief Digital Officer published 'London's City Innovation Stack' in September 2026 achieving a key action in the London Growth Plan.
3.5. Securing major sports and entertainment events	G	G	Delivery of Major Sports Events continues as planned, with the Women's T20 World Cup delivered in June and July 2026. Planning for EURO 2028 is accelerating with the team set to award the large scale contract for the 31 day fan zone in Hyde Park. A request for an allocation of £6m from the Major Events Reserves has been made via a Mayoral Decision (MD) to cover an investment phase period across 2027-2030 to ensure the success measure of having a confirmed, impactful pipeline of future major events is met.
4.1 Transforming Oxford Street to secure its position as a world-leading retail, hospitality and tourist destination	G	G	The Statutory Instrument transferring development management and planning enforcement powers to Oxford Street Development Corporation (OSDC) was laid on 16 July 2026, with these powers taking effect on 10 August. The new planning service is now fully operational. (Note that plan-making powers currently remain with Camden and Westminster Councils). Enabling works commenced around Oxford Street in September following the Ministry of Housing, Communities and Local Government (MHCLG)'s Environmental Impact Assessment (EIA) screening decision in TfL's favour. The date for pedestrianisation was publicly announced, setting out 26 October as the day that nearly 1 km of Oxford Street between Great Portland Street and Orchard Street would go traffic-free. Transport for London (TfL) started a comprehensive comms campaign to communicate these changes, as OSDC stakeholder engagement continued, including local drop-in sessions. The inaugural OSDC Business Plan was signed off at September's Board meeting, setting out objectives and strategic aims for the next three years and the vision to make Oxford Street extraordinary every day, for everyone. Preparations for the groundbreaking day at the end of October are on track and continue at pace.

8A. PERFORMANCE
BOOSTING LONDON'S GROWTH SECTORS

Project	Q1 2026-27	Q2 2026-27	Project overview
5.1 Overnight Visitor Levy (OVL)	G	G	In Q2, the government published its response to the Overnight Visitor Levy (OVL) consultation, setting out its outline policy proposal and providing a framework for the next phase of work on how a London levy could operate in practice. Implementation arrangements, including administration, governance and the use of any revenue, are being explored and remain subject to forthcoming legislation. The GLA is beginning to work with partners and stakeholders to inform the development of a London policy and determine how the levy could be delivered effectively. Progress to date includes engagement with government officials to support the development of the consultation response, pre-market engagement with suppliers to understand the systems and services available to support successful implementation, and assessment of options for the efficient collection, administration and auditing of levy revenues. The GLA has also been reviewing approaches adopted in other locations to identify best practice and inform decisions on the design and delivery of a potential London levy.

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	56.4	41.0	40.8	-0.2
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

There is expected to be a £0.2 million year-end underspend in the Boosting London's growth sectors programme. This is due to a forecast £0.1 million underspend due to staff in the AI Taskforce project not being in post for a full year. There is a further forecasted £0.1 million underspend in the Diversity project as delivery and timings are being reviewed, with expenditure now expected to take place later in the financial year.

Capital

(£million) - Gross

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

Significant programme variances

The Boosting London's growth sectors programme is expected to be as budgeted at year-end.

9. HELPING LOCAL ECONOMIES TO THRIVE

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9. HELPING LOCAL ECONOMIES TO THRIVE



SRO - LOUISE DUGGAN
HEAD OF CITY AND PLACE

Programme Performance Summary

The Helping Local Economies to Thrive programme continued to make strong progress during the quarter, delivering tangible benefits for Londoners. However, the completion of UK Shared Prosperity Fund (UKSPF) spend, will impact the level of high street focussed activity going forward.

A key achievement was the successful delivery of the Summer Streets project, which supported cultural activity, hospitality businesses and overall high street vitality. Progress was also made in implementing the Mayor's enhanced licensing powers, introduced in June, with the new licensing service beginning to receive applications from across London and establishing the operational framework required for future delivery.

Business support projects continued to demonstrate significant reach and impact – with 89 per cent of Grow London Local supported businesses coming from underrepresented groups. Collectively, Grow London Local and Made Smarter supported more than 5,000 SMEs through a mix of online services, in-person engagement and targeted sector-specific assistance.

UKSPF activities concluded at the end of Q2, with final performance reporting scheduled for Q3. This included the successful capital delivery through the High Street Fund projects with London boroughs, and the completion of the evaluation of the Civic Estate Agency (CEA) pilot projects. The findings will now be tested internally while we remain in contact with the CEA pilot delivery partners to explore other routes to funding.

The High Street Network delivered a successful High Streets for All Day at City Hall, bringing together over 150 representatives from boroughs and community organisations to share latest insights on high street performance and best practice in delivering a more diverse offer for communities. The High Street Rental Auctions working group also continued its work, enabling collaboration and knowledge sharing between boroughs on implementing the policy framework.

The High Streets Data Service continued to grow, reaching 39 partners and supporting four active Data Science Incubator projects – which enable the service to engage with and upskill users. Current analysis is helping to measure the impact of Summer Streets events and monitor pedestrianisation initiatives such as Oxford Street.

Support for London's cultural sector remained a priority. During Q2, the Culture and Communities at Risk Office provided targeted assistance to 23 cultural organisations facing sustainability challenges, helping to safeguard 426 jobs through funding, business planning, legal advice and advocacy. The Creative Enterprise Zones programme also advanced, with three zones submitting applications for reaccreditation. Demand for affordable creative workspace remained high, evidenced by continued registrations and activity through the Space Register.

9A. PERFORMANCE
HELPING LOCAL ECONOMIES TO THRIVE

Project	Q1 2026-27	Q2 2026-27	Project overview
1.1 Helping small businesses access the support they need	G	G	Grow London Local continues to provide free support to London's SME community across a range of key business support areas and remains on track to meet its targets by Q4 2026–27. A key highlight this quarter was the launch of Grow London Local Money, a campaign designed to simplify the funding landscape and strengthen financial literacy through practical resources, toolkits and masterclasses. Data for Q1 2026–27 shows that 89 per cent of businesses supported were from underrepresented groups, demonstrating the project's continued reach across diverse business communities. Due to reporting timelines, the data presented in this update relates to Q1 2026–27.
1.2 Continuation of the Creative Enterprise Zones programme	G	G	Submissions have been received from three zones seeking reaccreditation (LB Brent, City of Westminster and LB Islington).
1.3 Helping small businesses access the space they need	G	G	The Space Register received seven new registrations of cultural organisations seeking new or wishing to extend existing space. In addition, nine in depth new space cases are live. The Culture and Communities at Risk Office received 23 registrations from organisations involving 426 jobs. These organisations have received a range of support, including small scale funding, business planning advice, legal support and advocacy. The evaluation of the UKSPF funded Civic Estate Agency pilot projects has been completed.
1.4 639 High Road Tottenham	N/A	G	Progress has been made with the consultant team on delivering the capital works package of improvements to the building which is nearing completion of RIBA Stage 4.
2.1 Completing the Good Growth Fund and Civic Partnership Programme	G	G	This quarter saw the official openings of the Yard Theatre in Hackney Wick and the final phase of the Green Street project in Upton Park. The Good Growth Fund programme evaluation is nearing completion and a strategy is being developed to publish the work. Publication has slipped to the next quarter following work to update core datasets and improve the accuracy of the reporting. Detailed design development of the Civic Partnership Programme schemes continues.
2.2 Creating a new High Streets and Places Fund	G	G	The UKSPF funded projects are closing at the end of Q2 and therefore corporate performance reporting will be captured in the Q3 report.
3.1 Convening capacity and leadership networks	G	G	During Q2, preparations progressed for the successful delivery of High Streets for All Day, held at City Hall, bringing together over 150 representatives from boroughs, community organisations and the wider sector to share learning and good practice. The High Street Rental Auctions working group also continued, supporting knowledge sharing and collaborations between London boroughs on the implementation of the policy.

9A. PERFORMANCE
HELPING LOCAL ECONOMIES TO THRIVE

Project	Q1 2026-27	Q2 2026-27	Project overview
3.2 Sharing data and insights	G	G	The High Streets Data Service continues to see strong demand and use, growing to 39 partners, with four projects underway in the Data Science Incubator. Current product development and analysis are supporting use across the partnership, including persistent vacancy identification for rental auctions, event impact analysis for Summer Streets, and pedestrianisation monitoring for Oxford Street. Data has been received from the recent cultural consumption spaces commission and is being fed into the new Cultural Infrastructure Map structure for live testing. There is a slight delay to completion, and the existing map is still available during this period.
4.1 Support implementation of the Nightlife Taskforce Report recommendations	N/A	G	An independent London Nightlife Commission is being set up - GLA grant funding to support this is due to be agreed in Q3 2026-27. Plans are being developed for a Nightlife Future Fund.
4.2 Deliver a strategic licensing programme	A	A	Following the introduction of the Mayor's new licensing powers on 29 June 2026, work has progressed to establish the infrastructure required for implementation. The service is now receiving licensing applications from across London, enabling the GLA to develop casework processes, gather operational insights and test arrangements ahead of the introduction of further powers. Recruitment to the full Licensing Service team remains ongoing, creating a capacity risk as the service prepares to deliver its Responsible Authority function and take on additional responsibilities. This includes Call-in powers, which are expected to commence following secondary legislation, anticipated in early November, and the Strategic Licensing Consultation Response/Report and Policy which will be published week commencing 14 December 2026. Work continues across governance, legal, operational readiness and service design to support the phased implementation of the new powers. The RAG rating remains Amber to reflect the outstanding recruitment and resource requirements, alongside the need to ensure that operational arrangements are fully in place ahead of the next phase of implementation. These factors present a risk to readiness as further powers come into effect.
4.3 Deliver the Summer Streets fund	N/A	G	Delivery of 14 Summer Streets projects ran throughout Q2. Four large projects and 10 smaller pocket schemes transformed high streets and underused public realm across London, all with the aim of increasing outdoor dining and hospitality and creating opportunities for local businesses. Projects delivered a range of different activities, including night markets, live music, cultural performances and family-friendly community activities. Initial feedback has reinforced the importance of these types of projects in helping to create opportunities for Londoners to spend more time in their local area and strengthen connections with their community and high streets.

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	10.3	15.1	14.9	-0.2
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Helping local economies to thrive programme is forecasting a £0.5 million underspend in the Night-time economy project and is planned to be fully spent in the next financial year. This is offset by £0.3 million overspend on core staffing supporting the projects; this is due to extra temporary staffing costs within the Good Growth Coordination team.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	10.8	13.1	13.1	0.0
Q2	10.8	15.1	7.4	-7.7
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Helping local economies to thrive programme is forecasting a £7.7 million underspend at year-end, due to to a forecast £6.5 million underspend in the Regeneration project. This is due to the five exemplar projects experiencing delays due to third party dependencies, the complexity of delivering multi-component schemes, extensive community engagement requirements, and ongoing TfL roadway design and funding discussions.

There is a projected underspend of £1.2 million in the Creative Enterprise Zones project; no expenditure is now expected to take place this year but £1.2 million will be fully spent in the next financial year.

10. SUPPORTING LONDONERS TO BENEFIT FROM GROWTH

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10. SUPPORTING LONDONERS TO BENEFIT FROM GROWTH



SRO - TUNDE OLAYINKA
EXECUTIVE DIRECTOR, COMMUNITIES AND SKILLS

Programme Performance Summary

The Supporting Londoners to Benefit from Growth programme helps Londoners access the skills, support and opportunities needed to benefit from London's economy. By connecting Londoners with training, employment support and good work opportunities, the programme is helping create a more inclusive economy while supporting employers to address workforce needs. The programme supports jobseekers, young people and learners while working with employers, training providers and community organisations to strengthen London's skills and employment system.

During Q2, the programme continued to strengthen the connection between employers, skills providers and Londoners seeking opportunities. Through the Employer-led Boards, employers have helped inform programme priorities and ensure investment remains focused on sectors facing workforce shortages and skills gaps. Talent Pipelines for London's Key Sectors continued to expand opportunities for Londoners to gain industry-relevant skills and access employment in priority sectors. This is helping create clearer pathways into sustainable employment while supporting employers to recruit the workforce they need.

Progress was also made in improving how residents access support. No Wrong Door and Supported Navigation for Londoners continued to make services easier to find and navigate, helping more people access training, careers advice and employment support, particularly those facing barriers to employment. The programme has also continued to strengthen the foundations needed for long-term success.

Through Essential Skills and Progression Pathways, work has progressed to improve access to essential, digital and language skills. Development of the Inclusive Talent System Front Door has also continued, supporting the long-term ambition of providing a more joined-up and accessible experience for residents seeking skills and employment opportunities.

Demand for skills training and employment support continues to exceed available capacity in some areas, particularly for English language learning and essential skills provision. Financial pressures across the skills sector also continue to affect provider capacity.

The programme is operating within a changing policy and funding environment, creating uncertainty around some future activity and longer-term planning assumptions. In addition, projects such as Inclusive Talent System Front Door must balance user-centred design and stakeholder engagement with delivery timescales to maximise long-term impact and adoption. These challenges are being managed through close collaboration with partners and a continued focus on activities that deliver the greatest benefit for Londoners.

Despite the various challenges, the programme remains on a positive trajectory. More Londoners are accessing skills and employment opportunities, employers are helping shape workforce solutions, and progress continues towards a more connected and responsive skills and employment system.

10A. PERFORMANCE
SUPPORTING LONDONERS TO BENEFIT FROM GROWTH

Project	Q1 2026-27	Q2 2026-27	Project overview
1.1 Employer Boards/ Partnerships	G	G	Progress continued in strengthening London's employer-led skills system through the Sector Talent Boards and Hub network. Wave 1 Interim Talent Boards completed their work, with permanent board recruitment underway. Wave 2 boards are now shaping priorities focused on employer support, career awareness and workforce retention. Sector and Subregional Hubs are progressing delivery, while the Inclusive Talent Delivery Group continues to expand membership and engagement.
1.2 Talent pipelines for London's key sectors	G	G	Q2 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 circa £100m London Talent Pathways programme commenced delivery in August 2026, with all providers contracted. 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	Grow London Local performed well against project targets in Q1 metrics, with 1,753 businesses already supported against an annual target of 2500. Engagement activity in Q1 included attending sector events, e.g. the Learning and Work Institute's Essential Skills Summit and Local Skills Improvement Plan Creative Skills Event, which helped identify emerging opportunities and engage new providers. Provider engagement activity took place, including Meet the Skills Provider sessions. Q2 metrics will be made available during Q3. In Q1, the London Union Learning Programme (LULP) has delivered at pace against ambitions targets for the Google AI project, ensuring it is well ahead of targets for delivery this year.
2.1 No Wrong Door	G	G	The Economic Inactivity Trailblazers continued to perform strongly in Q2, embedding learning from Year 1 delivery. Connect to Work providers are also making good progress towards targets and standards. No Wrong Door Integration Hubs have continued their planned programme of activities and stakeholder engagement remains high. The Get London Working governance group has been working on prioritising key issues following the Q1 workshops and this will be discussed further by the governance group.
2.2 Essential skills and progression pathways	G	G	The project is rated Green overall as delivery remains on schedule, governance is effective, and performance is stable. Key milestones, including delivery planning, Skills Passports development, and alignment with national standards, are progressing as planned. Financial management is within forecast, with spend controlled and variances explained. Risks are understood and actively mitigated through monitoring, provider engagement, and cross-government collaboration. Stakeholder engagement is strong and sustained, and dependencies are being managed. While demand pressures persist, mitigations are in place and no issues threaten achievement of agreed objectives across reporting period consistently.

10A. PERFORMANCE
SUPPORTING LONDONERS TO BENEFIT FROM GROWTH

Project	Q1 2026-27	Q2 2026-27	Project overview
2.3 Supported Navigation for Londoners	G	G	Whilst some risks are reported relating to commissioning and partnership working between community outreach grantees and Skills Providers, the planned mitigations will mean there is minimal impact on delivery, if any, and therefore the project remains on track.
2.4 Inclusive Talent System Front Door	A	A	Following discovery, stakeholder engagement and user research, a strategic decision has been taken to re-scope the project, prioritising an assessment of the existing information landscape before pursuing a new digital solution. Early findings suggest that a new platform may not be the most effective intervention. This evidence-led approach will ensure future investment is targeted at improving user access and outcomes. The project remains Amber while the revised scope, deliverables and timescales are finalised.
3.1 Partnering for Good Work	G	G	The Inclusive Talent Brokerage (ITB) reported 609 job starts with 506 evidenced, out of the 700 target. Year two of the programme has launched with a closed grant funding round for community based organisations. The Health Design Lab cohort continues delivery. The Good Work Standard continues to grow with over 200 employers accredited covering 350,000 employees. A new funding agreement is in place with the Living Wage Foundation to support the delivery of the Making London Work for All programme and grow the campaign.
4.1 Promoting London's skills excellence	G	A	London has been confirmed as the host of the 2027 and 2028 WorldSkills UK National Finals, following several months of engagement with partners. Preparations for the 2026 Mayor of London Adult Learning Awards are progressing, with 205 nominations received and a shortlist agreed. Procurement has also been completed for delivery of the Further Education Teacher Industry Exchange (FETIE) programme and the Inclusive Talent Strategy: One Year On campaign. However, activity to mark the first anniversary of the Inclusive Talent Strategy has been scaled back due to capacity constraints, with a greater focus on targeted communications and stakeholder engagement planned for Q3. The RAG rating is Amber to reflect these capacity pressures, which have required planned activity to be reduced and reprioritised. While key milestones continue to progress, there is a risk that the full scope and intended impact of the planned activity will not be achieved within the original timeframe.
4.2 The London Learning Investment Programme	G	G	Launch of the co-investment and co-design research report has been delayed to Q3, awaiting findings from research to test its recommendations with industry experts. It is now expected to launch as part of the Inclusive Talent Strategy one year anniversary. Fundraising activity continues with a number of meetings with potential investors having taken place. Scoping for the new partnership working framework is underway.
4.3 Boosting teaching capacity and capability for London's Further Education (FE) sector	G	G	Progress continued in strengthening workforce and facilities across London's FE sector. The Construction FE Teacher Industry Exchange pilot completed, exceeding set targets. Phase two will launch in Q3, alongside a Creative FE Teacher Industry Exchange. Following the approval of nearly £20m of Construction Skills Capital, funding has been allocated to 16 projects across London, with a further £6m of commissioning underway to expand training capacity in priority sectors. Additional activity includes ESOL teacher training.

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	9.4	7.8	-9.5	-17.3
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Supporting Londoners to benefit from growth programme is expected to underspend by £17.3 million. £14.8 million of this expenditure underspend is expected at year-end on the Adult Skills Fund (ASF) budget due to timing difference between funding being received in financial year while delivery timeline is in academic year. The ASF is part of the Integrated Settlement and therefore can be carried forward and utilised in future years.

In addition, there is a forecast £2.5 million underspend on the Project Based Capital and Technical Excellence Colleges projects. This funding was received as part of the Integrated Settlement, as capital funding. Due to flexibilities within the Integrated Settlement, the GLA can keep 10% of the total project budget as revenue. A small portion of this revenue is expected to be spent this financial year for commissioning and the remaining is to support the multi-year capital project and will be carried forward to future financial years.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	29.7	35.5	35.5	0.0
Q2	29.7	28.6	9.2	-19.4
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Supporting Londoners to benefit from growth programme is expected to underspend by £19.4 million due to delays in commissioning new funding rounds for the legacy Skills capital funding, while the team has prioritised utilisation of the new Integrated Settlement Capital Skills package funds. Of this, £13 million of the expected underspend relates to legacy Skills capital funding.

The team is now progressing the commissioning of a new funding round for the legacy funds, with delivery expected to start later in this financial rear. The remaining £6.0 million relates to the Integrated Settlement Construction Skills package. Contract has been awarded, and mobilisation is underway, but not expecting to fully utilise the budget within the financial year.

The year-to-date underspend of £2.9 million is due to timing differences on project payments. This is a long-standing issue, where payment is pending resolution of ongoing issues with partners and the government as co-funder. Officers are progressing discussions with the legal team and this is expected to be paid by the end of the financial year.

11. CLEANING LONDON'S AIR

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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 brings together the work needed to improve air quality and protect Londoners' health. Through measures to reduce emissions, strengthen the evidence base and support action across London, the programme supports the Mayor's ambition for all Londoners to breathe cleaner air. Air quality has improved significantly, and the programme continues to build on this progress while working towards meeting World Health Organization (WHO) air quality guidelines.

The programme delivers practical measures that reduce exposure to air pollution and improve understanding of its impacts. It benefits all Londoners, particularly those most vulnerable to poor air quality, including children, older people and people with existing health conditions. By supporting boroughs, investing in monitoring and research, and raising awareness of air pollution, the programme is helping create healthier communities across the capital.

Achievements during Q2 delivered benefits across several areas of the programme. Air quality modelling to quantify the health and economic benefits of the Ultra Low Emission Zone (ULEZ) is ongoing, building on the mortality burden research published in Q1. This is in parallel with work to establish a baseline against which progress towards WHO air quality guidelines can be assessed. Development of the London Atmospheric Emissions Inventory 2025 is progressing, supporting a more up-to-date picture of emissions across London.

The programme also continued to deliver measures that directly reduce exposure to pollution. A major milestone was reached, with air filters installed in the 200th school, delivering the manifesto commitment and helping more children benefit from cleaner air in their learning environments. A further 18 schools are expected to receive filters by the end of Q3. The Non-Road Mobile Machinery (NRMM) Low Emission Zone (LEZ) completed more than 500 construction site audits across all London boroughs by the end of Q2, helping to improve compliance with emission standards and reduce pollution from construction activity. An NRMM Industry Stakeholder meeting was held at City Hall in September, bringing together industry reps to ensure continued buy-in and improvements to the scheme.

Borough-led action remains crucial in delivering air quality benefits. 30 statutory Annual Status Reports (ASRs) were received, supporting transparency and accountability for monitoring and action by the boroughs. We continue to engage with boroughs to support their applications to the Mayor's Air Quality Fund Round Five, including through a series of in person and online meetings. This should help ensure they submit the best possible applications to this £6m fund, which is available for local air quality improvements across London.

Breathe London was recognised as the UK's Best Air Quality Monitoring Project for the second consecutive year. Work to expand the monitoring network will provide more detailed local air quality data, improving geographic coverage and providing more detailed information to support local action and policymaking.

Earlier procurement delays and capacity constraints remains a challenge to delivery timelines, although mitigations are in place and currently progress continues against revised schedules. Overall, the programme is delivering meaningful progress towards cleaner air and better health outcomes for Londoners, while supporting long-term improvements across the capital.

11A. PERFORMANCE
CLEANING LONDON'S AIR

Project	Q1 2026-27	Q2 2026-27	Project overview
1.1 Understanding how and when London could meet World Health Organisation (WHO) air-quality guidelines	A	A	WHO modelling has been incorporated into a wider piece of work alongside the Health Impact modelling. Progress has been delayed due to competing priorities within TfL's Strategic Analysis team. The GLA has worked with TfL to secure additional resources to support delivery, and work is now underway. The RAG rating remains Amber to reflect the delays against the original timetable and the risk of further slippage as the combined modelling work progresses. Although additional resources have been secured, the impact on delivery timescales remains to be assessed, and continued monitoring will be required to ensure the work is completed as planned.
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	Publication of the LAEI 2022 baseline has been completed, and the findings have been shared with key stakeholders. Procurement is underway for the next iteration, LAEI 2025. Air quality modelling to assess the impact of policies is being delivered in three phases, with the Phase 1 Mortality Burden results published in June 2026. Results from Phases 2 and 3 are expected in Q4 2026–27. The RAG rating remains Amber because key modelling outputs are still outstanding, with the Phase 2 and Phase 3 results not expected until the final quarter of the financial year. Timely completion of these phases is important to ensure the evidence is available to inform policy development and assess the impact of air quality interventions.
1.3 Evaluating the ULEZ programme to understand the reduction in NOx emissions from transport, enabling Londoners to breathe cleaner air	A	A	The modelling work for the Impact Assessment has been incorporated into a wider programme of analysis and is being delivered in three phases. Phase 1, assessing the impact on mortality burden, has been completed. However, Phases 2 and 3 have been delayed due to competing priorities within TfL. Phase 2 will assess the health and economic impacts of current policies (Current Trajectory), while Phase 3 will assess the impacts of current and future policies (Vision Led). The GLA has worked with TfL to secure additional resources to support delivery, and the results are now expected in Q1 2027–28. The RAG rating remains Amber to reflect the delays against the original timetable and the resulting risk that the data inputs needed to assess the health and economic impacts of air quality policies in helping us meet WHO targets will not be available until the next financial year. Phase 1 mortality burden assessment was successfully delivered in June and received positive reception; Phases 2 and 3 will build on Phase 1 insights. Additional resources have been secured, which will help complete the remaining phases to provide the evidence needed to inform future policy development.
2.1 Delivering the School Filters Project, improving the air quality in classrooms across 200 London schools	A	G	Procurement delays caused by legal challenges initially affected the timeline but we are now delivering at pace, 200 schools have already received filters, with a further 18 in place for the end of October 2026. Monthly progress meetings are held with delivery partners to maintain momentum. The end of year report has been received and is being reviewed.

11A. PERFORMANCE
CLEANING LONDON'S AIR

Project	Q1 2026-27	Q2 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 taking part in the pan-London NRMM project which is delivered by the London Borough of Merton - funded by the GLA with match funding from the boroughs. 500 site audits were completed by end of Q2. An in-person meeting for all key stakeholders took place in September 2026, with attendance from industry and academia. Proposals were received from two suppliers in September for the development of the new website, with a kick off meeting in October.
2.3 Using the planning system to promote air-quality improvements	G	G	In Q2, 43 applications were reviewed and we held regular meetings with AECOM to ensure that KPIs are being met.
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 out 17 Mayor's Air Quality Fund (MAQF) Round 4 projects are on track to complete by the end of the 3 year project term. One project was granted an extension to continue delivery beyond March 2027. Round 5 of the Fund opened for applications, and in-person and online engagement events were held for borough officers which received a lot of interest. 30 boroughs submitted Annual Status Reports (ASRs) for 2025 which have all been reviewed and recommendations given. Boroughs incorporate these before publishing the final reports on their websites.
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	We held regular meetings with key stakeholders to ensure they remain engaged, supportive, and actively involved in the co-design of our events. We shared relevant feedback following events to keep stakeholders informed and invested in our work.

11A. PERFORMANCE
CLEANING LONDON'S AIR

Project	Q1 2026-27	Q2 2026-27	Project overview
3.3 Delivery of ATMOPOLIS	G	G	This project is being delivered in partnership with 11 organisations across five 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 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.
4.1 Pollution forecasting and issuing of the Mayor's pollution alerts during days of predicted elevated pollution	G	G	During Q2 the system issued 21 Moderate pollution alerts. The messages were amplified through London borough officers.
4.2 Delivery of Breathe London	G	G	Installation of sensors has been completed; sensors with any reported issues were replaced in July 2026. In September, Breathe London was awarded first place for the Best Air Quality Monitoring Project at the UK Environmental Monitoring and Measurement Awards for the second year in a row.

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	1.6	2.5	2.5	0.0
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Cleaning London's air programme is expected to be as budgeted at year-end. There are no significant year-to-date variances in this programme.

Capital

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	0.3	0.6	0.6	0.0
Q2	0.3	0.6	0.5	-0.1
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

There is a £0.1 million underspend forecast at year-end due to planned expenditure on Breathe London taking place in the next financial year. There are no significant year-to-date variances for this programme.

12. DELIVERING A GREENER, MORE CLIMATE-RESILIENT LONDON

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12. DELIVERING A GREENER, MORE CLIMATE-RESILIENT LONDON



SRO - MEGAN LIFE
ASSISTANT DIRECTOR, ENVIRONMENT AND ENERGY

Programme Performance Summary

The Delivering a Greener, More Climate-Resilient London programme is successfully recovering nature, cleaning up our waterways and adapting our city. It has a particular focus on social justice: ensuring that the benefits of green space, rivers and waterways, and measures to reduce the harms of climate changes are accessed equally by all Londoners. We achieve this by targeting our interventions where need is high and existing provision is low. The programme is performing excellently, with all projects rated Green.

The key achievement during Q2 was the publication of the Mayor's Clean Rivers and Waterways Plan. This strategy was developed with more than 50 external stakeholders across four working groups: water quality, nature, access, and inclusion. As well as publication of the Plan itself, the GLA has now confirmed investment in projects across all ten of the priority locations outlined in the Plan, meaning there is a clear trajectory towards tangible delivery on the ground. In addition, over the summer and September, early actions committed to within the Plan have already been completed.

Our core delivery mechanisms under this programme – the Mayor's Green Roots Fund and the 'investing in strategic projects focused on climate adaptation and greening' project – are both fully operational. The third round of Green Roots projects are due to be announced shortly, adding to the total of £7m that has already been awarded to nearly 60 locally-led projects. Strategic projects – where the GLA provides funding for a small number of large-scale initiatives, such as a tree equity and urban resilience project where over £1m will help maintain and grow London's tree canopy by delivering up to 5,000 new trees and supporting the care of existing trees across multiple boroughs – is progressing well, with specific projects and partners identified, budgets committed, and funding arrangements well underway.

The record-breaking heatwaves of the summer may now be behind us but the effects of El Nino continue for the next year. Building on the publication of Heat Ready London in Q1, the GLA published further technical evidence behind this work and will now be putting a governance structure in place to oversee delivery ahead of next summer and beyond. In addition, Flood Ready London – the multi-agency group convened by the Mayor in the wake of the 2021 surface water floods in London – has secured a further £3m to enable the continuation of this partnership which is overseeing delivery of sustainable drainage systems in priority locations on the ground.

The team leading the Green Roots Fund is actively pursuing opportunities for external funding to mitigate the impact of a smaller GLA funding pot in the fifth round. Risks to the Mayor's target of a ten per cent increase in London's tree canopy by 2050 are being explored with groundbreaking research into key risk factors such as species suitability for a future climate, pests and disease, and the tree supply chain.

Overall this programme is on track, with strong performance across all projects and mitigation in place against strategic risks.

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

Project	Q1 2026-27	Q2 2026-27	Project overview
1.1 Delivering clean and healthy waterways	A	G	The Clean Rivers and Waterways Plan was launched in July 2026, and GLA funding is now supporting delivery at all ten of the strategic locations embedded within the plan.
1.2 Supporting local projects through the Green Roots Programme	G	G	The Green Roots Fund continues to be oversubscribed with over 100 applications received in Round three bidding for £2.6m. We will announce successful recipients in Q3. There has been good delivery progress against the majority of the 59 round one and round two projects, with several complete. A well-rounded support package is being provided to grantees to build capacity and enhance community outreach. Round 4 is now open to applicants until January 2027.
1.3 Increasing London's tree canopy through partnership action	G	G	London public realm tree map has integrated an additional 10,000 trees and 59 of the 75 London Urban Forest Partnership actions are complete or underway. Additionally, the tree equity and urban resilience strategic project, funded through '1.4 Investing in strategic projects focused on climate adaptation and greening', continues to increase tree canopy and bring together partners including Kew Gardens, London boroughs, Trees for Cities and the London Tree Officers' Association.
1.4 Investing in strategic projects focused on climate adaptation and greening	G	G	Good progress has been made since all seven agreed projects were announced in July 2026. All have begun delivery and the GLA is in grant agreement and/or MOU with six out of seven projects. Introductory workshop with grantees was held at City Hall and technical support contract now in place.
2.1 Convening partnership action on climate resilience	G	G	Following publication of Heat Ready London in June, governance and delivery structures are now being developed to continue the work into implementation. At the July Thames Regional Flood and Coastal Committee meeting Flood Ready London (FRL) successfully secured approval for £3.125 million to enable continuation of the FRL partnership. To date, 4,500 flash flooding leaflets have been sent out to various organisations including Age UK, various boroughs, National Flood Forum and community groups.
2.2 Ensuring London's planning policies maintain environmental protections while supporting housing delivery and economic growth	G	G	The draft London Plan was open for consultation until mid-October 2026. A data project on public open space/accessible green space will further inform the mapping of higher-need areas in the next draft of the Plan.
2.3 Providing delivery partners with the tools and information to take effective action	G	G	Good progress continues to be made to embed the London Nature Recovery Strategy (LNRS) and London Green Infrastructure Framework (LGIF) tools into general practice, with efforts to promote their use externally and within the GLA Group. The LGIF and LNRS have informed decision-making in the Green Roots Fund and strategic adaptation and greening projects to help the GLA and its partners target investment where it's needed most.

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	14.8	12.9	12.9	0.0
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Delivering a greener, more climate-resilient London delivery programme is currently expected to be as budgeted at year-end. There are no significant year-to-date variances in this programme.

13. UPGRADING LONDON'S INFRASTRUCTURE

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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.

Enabling the new infrastructure needed for housing and productivity:

- progressed studies focussed on resilience and establishing an Infrastructure Delivery Champion. Some of these studies have been delayed due to internal procurement challenges
- provided continuing support to five housing schemes comprising 5,650 homes affected by utility connection constraints
- commenced our data centre work programme.

Readying London's infrastructure for the future:

- developed a work programme to consider the GLA's role supporting the roll out of heat network zoning
- the proposed model for the Zone Coordinator Body role for heat networks is delayed. This evolving policy area is awaiting steer from the Department for Energy Security and Net Zero on funding and resourcing
- the Pre-Integrated Water Management Strategy for Marsh Dykes was completed. Work on scoping a final subregional Integrated Water Management Strategy (IWMS) is continuing but now programmed to commence in the next financial year.
- Mobile connectivity infrastructure has now been delivered across approximately 70 per cent of the London Underground network
- the London Subregional Partnership Digital Champions have written to the government to make the case for further Project Gigabit investment in London.

Reducing disruption caused by infrastructure delivery:

- continued to scale the Dig Once Approach, with seven collaborative streetworks delivered this quarter
- launched the Dig Once Strategy best practice guidance document
- this quarter, eight new lane rental schemes launched, bringing the total to 12, while seven boroughs completed consultations.

Driving data innovation:

- the fourth London Data Week took place in July. This year saw 60+ events by over 70 organisations across 20 locations, reaching 2,000 Londoners in an inclusive conversation about data
- the Data for London team tested the prototype for the Universal Free School Meals scheme with external users, confirming it satisfies the needs of borough children's services teams to share and link pupil data
- built an additional three harvesters for the Data for London Library, adding 15,000 datasets to the catalogue. These connect data from TfL, the LAEP Datahub, and the Croydon Observatory.

13A. PERFORMANCE
UPGRADING LONDON'S INFRASTRUCTURE

Project	Q1 2026-27	Q2 2026-27	Project overview
1.1 Policy and regulatory engagement and developing a refreshed London Infrastructure Framework	G	A	Engagement with stakeholders, including the government, has continued on the London Infrastructure Framework, alongside progress on key actions, including studies focused on infrastructure resilience and establishing an infrastructure delivery champion. However, some studies have been delayed due to internal procurement challenges, affecting progress against the original delivery timetable. The RAG rating has moved to Amber to reflect these delays and the risk that outstanding studies and related actions may not be completed within the planned timescales. Work is ongoing to address the procurement issues and progress delivery.
1.2 Address utility connection issues, pilot futureproofing and plan for major electricity demand users	G	G	This quarter, we provided continuing support to five housing schemes comprising 5,650 homes affected by utility connection constraints, progressed a futureproofing pilot in the Royal Docks, and advanced a coordinated work programme on data centre growth. This included convening the first London Data Centre Roundtable, further developing the Data Centre Dashboard, and commissioning studies on data centre sustainability.
1.3 Make more of London's busy places well connected with better mobile signal and easier access to public Wi-Fi	G	G	We are preparing to launch London's new mobile connectivity evidence base, including an interactive map and framework that will help target action where coverage and network capacity need improvement most. Work is also underway to launch Connected London Wi-Fi, creating a more seamless public Wi-Fi experience across participating venues. As part of this, we are supporting boroughs to expand public Wi-Fi provision across London, helping more residents, workers and visitors stay connected in busy public spaces.
2.1 Support whole-systems and area-based approaches to net-zero energy planning and delivery	G	A	Work has progressed to develop a programme considering the GLA's role in supporting the rollout of heat network zoning. Alongside this, work on local area energy planning has continued, including supporting implementation studies and assisting boroughs to develop Phase 2 Local Area Energy Plans (LAEPs), building on previously developed subregional plans. However, some studies have been delayed due to internal procurement challenges, affecting progress against planned timescales. The RAG rating has moved to Amber to reflect these delays and the resulting risk to timely delivery of planned activities. Work is ongoing to address the procurement challenges and minimise further slippage.
2.2 Develop Subregional Integrated Water Management Strategies	G	A	The Pre-Integrated Water Management Strategy (IWMS) for Marsh Dykes in the London Borough of Greenwich and the London Borough of Bexley has now been completed and has successfully unlocked funding for a follow-up study titled 'Marsh Dykes Governance Action Plan', which will commence in 2026, to address maintenance challenges currently stalling development. Work on scoping a final subregional IWMS is continuing, but is now programmed to commence in the next financial year, hence the Amber RAG rating.

13A. PERFORMANCE
UPGRADING LONDON'S INFRASTRUCTURE

Project	Q1 2026-27	Q2 2026-27	Project overview
2.3 Pave the way for investment in digital connectivity through market and borough engagement	G	G	We have continued to support future investment in London's digital infrastructure through a range of policy, planning and infrastructure initiatives. This includes identifying opportunities to maximise the value of digital infrastructure already deployed across London, supporting the continued expansion of mobile connectivity on the London Underground, and strengthening the evidence base informing the next London Plan. The London Subregional Partnership Digital Champions have written to the government to make the case for further Project Gigabit investment in London, while GLA officers continue discussions with the Department for Culture, Media and Sport (DCMS) colleagues to support future connectivity funding and infrastructure deployment across the capital.
3.1 Reduce disruption by expanding the Lane Rental Scheme, deploying the 'dig once' approach and developing a new delivery framework to scale SuDS installation through streetworks	G	G	This quarter, eight new lane rental schemes launched, bringing the total to 12 across Tranches 1 and 2, while seven Tranche 3 boroughs completed consultation and progressed toward launch. Engagement continued with remaining boroughs, alongside planning for the first collaborative streetworks project involving Scottish and Southern Electricity Networks (SSEN). All participating boroughs have committed to collaborative working waivers. Progress included development of governance arrangements, procurement planning for an enhanced Lane Rental Dashboard, launch of the Dig Once Strategy, and advancement of two innovative pilots focused on asset repurposing, shared excavations, and improving resilience through collaborative infrastructure delivery.
4.1 Fixing London's data plumbing	G	G	In July, we added 15,000 more datasets to the Data for London Library by onboarding harvesters for TfL's Unified API, the Croydon Observatory, and the LAEP DataHub. Development towards the High Streets Data Service (HSDS) project has commenced. Through a design sprint with the HSDS team, we identified specific user needs for project administrators. This enables us to continue building at pace.
4.2 Building and supporting digital and data services	G	G	London Data Week saw 60+ events by over 70 organisations across 20 locations, reaching 2,000 Londoners in an inclusive conversation about data. It was open to everyone, from beginners to technical experts, across talks, workshops, hands-on sessions and community events, bringing together Londoners, community groups, charities, researchers, businesses and public bodies.

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	2.7	3.3	3.4	0.1
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Upgrading London's infrastructure programme is forecasting a £0.1million year-end overspend. This is due to lower than expected staffing recharges across the Enabling the new infrastructure needed for housing and productivity project of £0.2 million. This is offset by £0.1 million underspend in the ULI data project; it is proposed that this funding is allocated to a new project, subject to an approved decision, relating to financing for Green Growth projects.

Capital

(£million) - Gross

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

Significant programme variances

The capital budget for the Upgrading London's infrastructure programme is currently expected to be as budgeted at year-end. There are no significant year-to-date variances in this programme.

14.
SUPPORTING AND INSPIRING YOUNG LONDON

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14. SUPPORTING AND INSPIRING YOUNG LONDON



SRO - ALICE WILCOCK
ASSISTANT DIRECTOR, CIVIL SOCIETY AND SPORT

Programme Performance Summary

The Mayor's vision is for London to be the best city in the world to grow up in: a city where every young person is safe, healthy, supported and able to fulfil their potential regardless of background. Through the Supporting and Inspiring Young Londoners (SIYL) programme, the Mayor continues to invest in opportunities that help young people thrive, from food security and mental wellbeing to sports participation, youth provision, skills development and pathways into employment.

This term, the Mayor committed to delivering a further 250,000 positive opportunities for young Londoners, building on the substantial investment and impact achieved since 2016. By the end of Q2 2026-27, projects under SIYL have delivered more than 280,000 positive opportunities, surpassing the Mayor's commitment. This reflects strong delivery across the mandate, with more than 50,000 additional opportunities delivered during Q2 alone.

The SIYL programme continued to deliver positive outcomes for young Londoners in Q2. Most projects remain Green, with strong performance in holiday provision, violence reduction projects, sport and physical inactivity initiatives, school-based interventions and employment support.

Universal Free School Meals remains one of the Mayor's flagship offers, providing significant financial support to families and ensuring access to nutritious meals for primary-aged children. Preparations for Year 4 delivery are now complete, with grant funding agreements issued to all boroughs and delivery continuing at scale. More than 18.2 million meals have already been delivered during 2026-27, keeping the programme on track to exceed annual targets. Violence Reduction Unit projects continue to deliver strongly.

The Multi-Faith Network has expanded its offer through additional training and community engagement activity, while sports projects continue to create positive opportunities and career pathways for young people.

The Mayor's £6m investment in free holiday activities (Holiday Hope) delivered another highly successful summer of activity, providing more than 20,000 positive opportunities and over 1.17 million meals to children and young people across London. New employability funding enabled local partners to introduce volunteering, workplace skills development, CV-building and confidence-building activities alongside food and enrichment provision. Reported outcomes remain exceptionally strong, with over 90 per cent of participating young people showing improvements across a range of measures including wellbeing, relationships, engagement and learning.

14A. PERFORMANCE
SUPPORTING AND INSPIRING YOUNG LONDON

Project	Q1 2026-27	Q2 2026-27	Project overview
1.1 Universal free school meals (UFSM)	G	G	The Universal Free School Meals (UFSM) scheme has continued to perform well in Q2. Grant funding agreements for year 4 of the programme have all been issued, and we will pay boroughs 80 per cent of their allocation when they have been signed. This programme continues to represent a high value initiative, providing free school meals to pupils at state-funded schools in key stage 2. It remains a key priority and continues to demonstrate strong value for money. Throughout this reporting period, no significant/high level risks have been identified. Monitoring of the impact of the government's rollout of free school meals for universal credit families continues in order to identify and respond to any risks associated with this.
2.1 VRU Positive Opportunities - expanding access to positive opportunities for young people	G	G	The projects within this area continue to perform well. The multi-faith network content has been well received. To extend buy-in training is being offered, inviting faith leaders to organise larger groups in their community. The sport project continues to provide a range of activities, with new cohorts particularly engaged with intern and career pathway opportunities. In our youth practitioner leadership project, the latest cohort have concluded their engagement. Satisfaction and outcome metrics remain high, and a celebration event was convened enabling participants to reflect on their growth.
2.2 VRU Families - developing stronger and more resilient families	G	G	The Strengthening Fathers project has exceeded reach targets. All surveyed fathers participating have reported positive improvements in key outcomes, including confidence, self-advocacy and wellbeing. The Parental Wellbeing & Boundaries Training and Support project has started well, with the first two clusters of accredited training now underway.
2.3 VRU Education - promoting healthy relationships and reducing exclusions and disengagement in education	G	G	All Education projects are performing well. Youth Voice Groups across 16 secondary schools are driving change to create neuroinclusive learning environments within Difference Matters, with over 43 youth voice activities this term. The Inclusion CPD Grants has achieved some promising impact in Local Authorities, with the project's final share and learn event being held in September. The Pupil Referral Unit and Alternative Provision Mentoring programme has been highly successful, delivering in 31/32 London boroughs and reaching over 2000 young people since September 2024. Talk Matters has reached the end of delivery, with teachers reporting children have improved communication and self-regulation skills. The UNICEF Rights Respecting Schools Award progressed strongly, with 36 schools achieving silver+ this term and a total of 736 schools registered for the award.
2.4 Holiday Hope, youth focused activity & youth schools	G	G	Reporting is now complete, showing a successful second summer for Holiday Hope, which created over 20,000 positive opportunities for young people and delivered over 1.175m meals. Outcomes include: 93 per cent reporting improved mental health and wellbeing, 90 per cent improved socio-emotional learning skills, 89 per cent improved relationships, 97 per cent improved engagement and 94 per cent improved learning or work outcomes. This summer introduced a new Employability Grant, enabling hubs to add targeted employability activity to their holiday provision. Feedback shows that practical experiences such as volunteering, CV development, workplace skills and confidence-building were particularly valuable for young people. Work is on track to exceed annual target and to spend budget. Risk flagged re. food shortages for Community Distribution which may impact on October half term food provision.

14A. PERFORMANCE
SUPPORTING AND INSPIRING YOUNG LONDON

Project	Q1 2026-27	Q2 2026-27	Project overview
2.5 Youth Lates	N/A	G	The application stage for the Mayor's Youth Lates project closed at the end of September, following a programme of communications and briefing sessions to raise awareness, encourage participation and support the submission of high-quality applications. The project has now moved into the assessment and review stage, with an independent decision panel scheduled to meet in October to determine the final funding awards. The focus is on ensuring applications are assessed fairly and consistently, with funding directed towards proposals that best meet the project's objectives and provide meaningful opportunities for young people across London. Following the panel's decisions, the next phase will focus on confirming awards and preparing for delivery.
3.1 Supporting a whole school approach to mental health in secondary schools	G	G	Q2 was a productive quarter, with most direct delivery in schools now concluded and focus turning to learning and evaluation. A 'Celebrate, Learn and Share' in July marked a positive end to the academic year, with schools valuing the chance to meet and learn from each other. Schools face more pressure at the end and start of term, meaning engagement in both training and evaluation activity has been challenging at times.
3.2 Mentoring support for young people	G	A	A total of 71 mentors and youth professionals were trained in Q2. As anticipated, delivery was lower than in previous quarters due to reduced training activity over the summer, when youth workers and mentors are focused on delivering summer programmes. In addition, technical issues with the online mentoring platform have delayed delivery. While these issues may be mitigated, the approach to resolving them will depend on decisions about future delivery, as the project remains at the pilot stage. A review of the pilot programmes is planned for Q3 to assess outcomes, consider lessons learned and determine the next steps. The RAG rating has shifted to Amber since last quarter to reflect the technical issues affecting delivery and the decisions that need to be taken regarding next steps. It should be noted that work from the mentoring programme directly influenced the design of the Mayor's fund for youth clubs, which will shortly be awarding grants to every London borough. The Mayor's fund for youth clubs will ensure that young people can continue to receive the dedicated support from trusted adults that is so important to positive outcomes.
3.3 Analyse access to sports facilities and spaces and places for young Londoners	G	G	Following a review of the focus of this work, the project will also work with partners to provide free access to sports facilities for children outside of term time. The NBA Court-Time project has subsequently been extended through to the end of summer 2026, and provides free/low-cost access to basketball courts during holiday times in six targeted boroughs. The Sutton pilot with People and Places has been extended to end of September 2026, due to low engagement at the start. Currently scoping a Social Coaches project upskilling delivery staff in universities.

14A. PERFORMANCE
SUPPORTING AND INSPIRING YOUNG LONDON

Project	Q1 2026-27	Q2 2026-27	Project overview
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 partnership with major American sports organisations continues to grow, The London Coaches project 2.0 has now launched its sixth cohort and entered a new three-year phase of delivery. The project aims to train 180 coaches, with at least 90 progressing into paid roles, supporting sustainable employment pathways and increasing the capacity of the community basketball workforce. A new apprentice coach has also been appointed and will be based with Basketball England, providing practical development experience while strengthening links between the project, the national governing body and the wider basketball workforce. The project will also provide club grants to support local recruitment and aims to create opportunities for 50,000 young people through initiatives including NBA Court Time and informal basketball sessions.
3.5 Develop a strategic partnership with the Lawn Tennis Association (LTA)	G	G	Rally Together London continues to progress well, building on the strong foundations established during the first phase of delivery. Recent highlights include a flagship event in Trafalgar Square attended by Debbie Weekes-Bernard, Deputy Mayor for Social Justice and Communities, showcasing the project's growing reach and impact across London. The project has now seen its first cohort of trainees successfully graduate, marking an important milestone in developing a sustainable pipeline of local activators. Alongside this, the project has started engaging with a new group of community organisations, further broadening its network and creating opportunities to reach more Londoners. The project remains well placed to achieve its objectives and deliver lasting impact across London over the coming quarters.
3.6 Support London's schools and nursery communities (Healthy Schools LDN)	G	G	This quarter work continued to focus on supporting the delivery and development of both the Healthy Early Years London (HEYL) and Healthy Schools London (HSL) projects, alongside strengthening data management and reporting. This included ensuring that the necessary processes, systems and support mechanisms remained in place to enable effective implementation across boroughs. A Learn and Share session was held online on 2 July, bringing together 25 Borough Leads from across London. The session provided an opportunity for Borough Leads to come together to share learning, discuss current priorities and strengthen connections across the programme.
4.1 Explore opportunity to create an Erasmus-style scheme for young Londoners	CG	CG	Project completed. Feasibility research was completed and published in December 2025. HM Government has since announced rejoining Erasmus+. Currently engaging with the Department for Culture, Media and Sport (DCMS) on policy activity. Currently no operational or funding activity allocated to London.

14A. PERFORMANCE
SUPPORTING AND INSPIRING YOUNG LONDON

Project	Q1 2026-27	Q2 2026-27	Project overview
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	Due to the delivery and reporting model, reporting is available the following quarter. 2026-27 performance is above profile on starts, with outcomes on profile and expected to increase throughout the year. There are no significant identified risks from provider meetings and the project is expected to deliver in line with expectations, as it has done in previous years.
4.3 London Youth Guarantee Trailblazer	G	G	The Youth Guarantee Trailblazer met delivery requirements and made funding claims in full last year and is expected to do so again this year. Some Pan London work strands are directly impacted by wider central government work in this area, particularly around the Milburn review and data sharing, which has led to rescoping of these workstreams, with the Department for Work and Pensions (DWP) agreement. Output and outcome targets, in addition to the agreed DWP delivery plan milestones are expected to be met in Year 2, as all workstreams are already in delivery or development.
5.1 Go! London	G	G	The fund is progressing well. Most of the fund has been committed and the project team has spent the summer planning for the investment of the remaining budget. Impact measurement and evidence collection remain complex due to the size of organisations that Go! London funds. The Fund has now secured additional budget and is testing different type of partnerships to deliver this.
5.2 Youth engagement & partnership	A	G	A new youth engagement leadership approach has been commissioned, and young people have been appointed to support assessment and decision-making across key Mayoral youth programmes. The approach will be introduced through the assessment of the Mayor's Investment in Youth Clubs in October, strengthening young people's involvement in funding decisions and programme development. Planning is also underway for a final celebration event recognising the contribution and achievements of peer outreach workers. The RAG rating has moved from Amber to Green, reflecting the successful commissioning of the new approach and the appointment of young people to key roles. These milestones address previous delivery uncertainties and provide a clearer structure for youth participation in upcoming project assessments.

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	172.9	134.0	127.9	-6.1
Q3	-	-	-	-
Q4	-	-	-	-

Significant programme variances

The Supporting and inspiring young London programme is expected to underspend by £6.1 million, primarily due to underspend in the Universal Free School Meals project, as less budget is required than was forecast, for additional funding for an above 87 per cent uptake, special schools and additional pupils. This underspend will result in a reduced use of Group Reserves and so will not be retained by GLA: Mayor at year-end.

Year-to-date shows an underspend of £35.0 million, driven by £43.0 million timing underspend on Universal Free School Meals due to delays of some boroughs signing their grant funding agreements, this should be back on track by the next period offset by £7.5 million overspend on the Trailblazer – Youth Guarantee programme due to outstanding income from the Department for Work and Pensions (DWP), now expected in the next quarter following queries raised by DWP.

CORE ENABLING SERVICES

CORE ENABLING SERVICES
PROGRAMME PERFORMANCE SUMMARY



DIANNE TRANMER
EXECUTIVE DIRECTOR, CORPORATE RESOURCES AND BUSINESS IMPROVEMENT

Corporate Resources & Business Improvement maintained strong performance across its Core Enabling Services portfolio during Q2, with the majority of measures meeting or exceeding target.

The **Digital Experience Unit**, **Facilities Management** and **IT Shared Services** continued to provide reliable technology and workplace services, supporting organisational delivery and business continuity. **Information Governance** managed increasing volumes and complexity of information requests during the quarter; statutory compliance was maintained even though the KPI target was not met. **HR Shared Services** continued to deliver workforce administration and improvement activity, with performance remaining stable across most measures.

Staff turnover increased to 15 per cent, reflecting the impact of restructuring and the Savings and Efficiencies programme. Excluding voluntary redundancies, turnover would be 14 per cent, within the target range. There was also an increase in fixed-term contract completions and lower levels of recruitment activity, further contributing to the upward trend. Workforce diversity and inclusion continues to be a priority, supported through talent development, succession planning and inclusive leadership initiatives that strengthen representation and build future leadership capability across the organisation.



CHANDRU DISSANAYEKE
EXECUTIVE DIRECTOR, STRATEGY AND COMMUNICATIONS

The **Public Liaison Unit** has now delivered 79 educational visits in 25-26, on course to meet the 150 target. Correspondence performance remains below target. Work continues to address inefficiencies in the current correspondence system through improved case management and stronger escalation processes.

External Relations delivered communications activity across a range of Mayoral priorities, campaigns and events, with performance exceeding expectations. 57 per cent of Londoners reported seeing or hearing about the Mayor's work against a target of 50 per cent.

City Intelligence completed key contributions to the London Plan evidence base, and analysis covering the economy, high streets, society, environment and devolution. **Data for London** continued to strengthen the capital's data infrastructure, adding 15,000 dataset entries to the Data for London Library. These entries provide descriptions and access points to data resources ranging from single spreadsheets to larger databases and projects. High Streets Data Service delivery also remains on track.

The **Fire** team focused on preparations for the forthcoming HMICFRS inspection of the London Fire Brigade. Following closure of all areas for improvement and Grenfell recommendations, activity has shifted to inspection readiness, assurance and Deputy Mayor support.



FAY HAMMOND
CHIEF FINANCE OFFICER

Performance in Q2 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 £25.2m (6.2%), while capital expenditure is reporting an underspend of £13.5m (0.6%). These variances will continue to be closely monitored as 2026-27 savings targets are delivered.

The annualised investment return is marginally below target at Q2, 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 86 per cent, consistent with prior quarters, 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	Q1 2026-27	Q2 2026-27	Notes
BAME staff overall	**42%***	**40%**	**A**	**A**	The proportion of staff from Black, Asian and Minority Ethnic backgrounds is stable, although it remains below the revised benchmark. Current efforts are focused on further strengthening progression into Grade 10+ and Senior Leadership Team (SLT) roles to build greater representation at senior levels.
BAME – Grade 10 and above	**42%***	**30%**	**R**	**R**	Workforce and talent data is being used to identify where BAME colleagues are not progressing into G10+ roles. This insight will strengthen talent identification, career development and succession planning.
BAME staff within SLT	**42%***	**26%**	**R**	**R**	Workforce and talent data is being used to identify where BAME colleagues are not progressing into senior roles. This insight will strengthen talent identification, career development and succession planning.
Disabled staff overall	**15%***	**20%**	**G**	**G**	Disabled representation amongst all GLA staff remains above the revised benchmark. Focus continues on sustaining representation and increasing progression into senior leadership roles.
Disabled staff – Grade 10 and above	**15%***	**17%**	**G**	**G**	Workforce and talent data is being used to identify where disabled colleagues are not progressing into G10+ roles. This insight will strengthen talent identification, career development and succession planning.
Disabled staff within SLT	**15%***	**15%**	**G**	**G**	Workforce and talent data is being used to identify where disabled colleagues are not progressing into senior roles. This insight will strengthen talent identification, career development and succession planning.
Female staff overall	**46%***	**64%**	**G**	**G**	The proportion of female staff at the GLA remains above the revised benchmark.
Female staff – Grade 10 and above	**46%***	**59%**	**G**	**G**	The proportion of female staff at Grade 10+ remains above the revised benchmark.
Female staff within SLT	**46%***	**58%**	**G**	**G**	The proportion of female staff in the SLT remains above the revised benchmark.
Staff turnover (Overall)	**5-14%**	**14%**	**G**	**A**	Staff turnover increased during Q2, reflecting a combination of higher employee exits this quarter and lower recruitment activity, which is consistent with the ongoing savings and efficiency programme. Excluding voluntary redundancy, turnover would be 14%.

**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	Q1 2026-27	Q2 2026-27	Notes
London.gov.uk: % time website is available for use	**99.95%**	**99.98%**	G	G	Performance reflects consistently high service reliability.
Community engagement: members taking part (rolling 12 month average)	**1,000**	**1,580**	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 the AI campaign on behalf of the Mayor's new taskforce, and working with GLA partners such as London Councils and London Libraries.

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	Q1 2026-27	Q2 2026-27	Notes
OPS - payments that have moved from authorised to cleared within 3 days	**90%**	**92%**	G	G	Excellent performance in Q2, continuing to surpass 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	Q1 2026-27	Q2 2026-27	Notes
GLA Office 365: % time services are available	**100%**	**100%**	**G**	**G**	The GLA Office 365 service was fully available throughout Q2 (July - September 2026) with no unavailability reported.
Corporate Wireless Network: % availability	**100%**	**100%**	**G**	**G**	The corporate wireless network was reported as 100% available during Q2 2026-27 (July - September), based on no severity incidents affecting availability.
Cyber security: essential software updates applied to our systems and infrastructure	**100%**	**100%**	**G**	**G**	All GLA devices were fully up to date with security patches during Q2. Unused or standby devices have been excluded from this figure.

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

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

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

	Target	YTD	Q1 2026-27	Q2 2026-27	Notes
Employee payments - service requests meeting SLA	**85%**	**89%**	**G**	**G**	The employee payments team continue to exceed the SLA.
Employee services - service requests meeting SLA	**85%**	**87%**	**G**	**G**	The Employee Services team continue to meet the SLA in the majority of cases.
Learning and development (L&D) - service requests meeting SLA	**85%**	**91%**	**G**	**G**	The L&D team continue to exceed the SLA.
Reporting - service requests meeting SLA	***85%***	***50%***	***R***	***R***	*Following the successful implementation of Power BI reporting across the organisation, People Function colleagues now have direct access to recruitment, absence and annual leave data. The enhanced reporting capability has improved access to workforce information and reduced reliance on manual reporting processes. As a result, the continued appropriateness of this KPI is under review, subject to approval through the relevant governance processes.*
Service management - calls answered meeting SLA	**85%**	**88%**	**G**	**G**	The Employee Services team receives a relatively small volume of telephone enquiries, with the majority of customer contact being managed via email. This KPI measures the percentage of telephone calls answered within 20 seconds. Whilst the target has continued to be achieved during Q2, consideration is being given to whether this KPI remains appropriate as a standalone measure.

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	Q1 2026-27	Q2 2026-27	Notes
Publication of future pipeline of GLA procurement activities	**100%**	**100%**	**G**	**G**	The pipeline of GLA procurement opportunities with an estimated value over £100k continues to be published in full on the TfL website. The procurement pipeline remains available to support supplier engagement and transparency across the organisation.

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	Q1 2026-27	Q2 2026-27	Notes
City Hall and Trafalgar Square capital projects completion	**100%**	**25%**	**G**	**G**	At City Hall the access door replacement has been completed. At Trafalgar Square 2026 restoration works have been completed and the five yearly survey of Nelson's column has concluded, with remedial works scheduled for August 2027.
City Hall Recycling	**80%**	**76%**	**A**	**A**	There is an ongoing communication plan, which is showing a gradual improvement in recycling rates.
Outsourced facilities management services - contract KPIs met	**95%**	**98%**	**G**	**G**	KPI targets met by all contractors and suppliers. All targets for suppliers are on track.
Reportable RIDDOR accidents at core GLA sites	**0**	**0**	**G**	**G**	No incidents in Q2.
City Hall & Union Street are available for staff to use	**100%**	**100%**	**G**	**G**	City Hall and Union Street 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	**Forecast**	**Q1 2026-27**	**Q2 2026-27**	**Notes**
GLA staff have relocated from Union Street to Palestra	**Q4 26-27**	**Q4 26-27**	**G**	**G**	Construction fit out of the GLA floors commenced in September, works are ongoing.
GLA cores sites are run in a way which showcases net zero polices and reduces carbon emissions, to reach a net zero estate by 2030 **SUCCESS STATEMENT:** **Running GLA cores sites to showcase net zero polices and reduce carbon emissions to reach a net zero estate by 2030**					
	Baseline	**Forecast**	**Q1 2026-27**	**Q2 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 and green energy procurement is on track. Phase one of the sustainable passive ventilation project (landlord's section) has been completed.
Planning and delivering public safety improvements to Trafalgar Square **SUCCESS STATEMENT:** **Allocating space in Trafalgar and Parliament Square calendar for essential conservation and allowing visitors to enjoy these iconic sites without obstruction from event structures.**					
	Baseline	**Forecast**	**Q1 2026-27**	**Q2 2026-27**	**Notes**
Completion of public safety improvements for Trafalgar Square	**Q4 27-28**	**Q4 27-28**	**G**	**G**	Planning permission was approved for the permanent Hostile Vehicle Mitigation (HVM) infrastucture and the final HVM design is in progress.

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	Q1 2026-27	Q2 2026-27	Notes
Freedom of Information requests: responded to within 20 working days	**90%**	**87%**	**G**	**A**	264 or 320 (83%) of Freedom of Information (FOI) requests received in Q2 were responded to within the statutory deadline. The volume of requests increased significantly by 25% compared with the previous quarter, alongside a rise in complex and voluminous cases. This increased demand, driven by use of AI, is placing additional pressure on the GLA's capacity to respond within deadlines - increased resource is being sought.

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	Q1 2026-27	Q2 2026-27	Notes
GDPR: Data breaches that are notifiable to the Information Commissioner's Office (ICO)	**0**	**2**	**R**	**R**	There were no notifiable personal data breaches in Q2 2026–27. However, the RAG rating remains Red because the year-to-date number of breaches is above the agreed target. Despite no further notifiable breaches occurring during Q2, the cumulative position remains above target and continues to require close monitoring and appropriate action to reduce the risk of future breaches.
GDPR: Data breaches within the GLA	**10 or fewer**	**19**	**A**	**A**	Six personal data breaches were reported to the Information Governance (IG) team in Q2 2026–27. The increase in incident reporting reflects greater awareness of data protection responsibilities following recent training and policy updates, encouraging colleagues to report potential breaches. Despite this increased reporting, the overall number of reported breaches remains relatively low for an organisation of the GLA's size. Continued training and awareness-raising will help strengthen GDPR compliance and support the timely identification, reporting and management of data breaches.

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	Q1 2026-27	Q2 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%**	**57%**	**G**	**G**	Continued to deliver through all channels.

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	Q1 2026-27	Q2 2026-27	Notes
90% of correspondence is responded to within 20 working days	**90%**	**86%**	**A**	**A**	4,813 of 5,727 (84%) of correspondence was responded to within the 20 working-day target in Q2. Performance has slipped slightly since Q1, and in September particularly. Work to improve timeliness and to support a sustained return towards target continues through proactive management of ageing cases, stronger escalation processes, and increased engagement with Directorates.
We have delivered 150 educational visits per year with positive feedback from participants	**150**	**79**	**G**	**G**	Q2 visits lower than Q1 due to the summer/school holidays. On track to achieve the annual target with a clear pipe line of visits.

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	Q1 2026-27	Q2 2026-27	Notes
Data for London (DfL) Datastore active users across all datastore and DfL pages	**8,000 (per month)**	**8,264**	**A**	**G**	In July, 15,000 more datasets were added to the Data for London Library by onboarding harvesters for TfL's Unified API, the Croydon Observatory, and the LAEP DataHub.

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	Q1 2026-27	Q2 2026-27	Notes
Forecasting accuracy: variance of forecast outturn against net revenue budget	**10% +/-**	**-6.2%**	**G**	**G**	£25.2 million forecast underspend equates to -6.2% against full year budget.
Forecasting accuracy: variance of forecast outturn against revised expenditure capital budget	**10% +/-**	**-0.6%**	**G**	**G**	£13.5 million forecast underspend equates to -0.6% against full year budget.
Investment income against budget	**£88.3m**	**£48.3m**	**G**	**G**	Interest receivable continues to outperform the budget due to higher cash balances and higher rates.
Investment income performance (expressed as an annualised excess above the UK's core overnight interest measure)	**0.40%**	**0.38%**	**G**	**A**	Investment income performance was marginally below its benchmark during the period, primarily due to changes in market interest rates driven by uncertainty surrounding geopolitical events. In addition, a number of investment revaluations resulted in a decline in market value, which further impacted overall performance.
SME invoices paid within 10 working days	**90%**	**96%**	**G**	**G**	482/497 (97%) SME invoices paid within 10 working days in Q2, including 100% in period 6.
All invoices paid within 30 days	**90%**	**86%**	**A**	**A**	3137/3683 (85%) invoices paid within 30 days in Q2. Further investigation will be undertaken to explore if there are any particular trends driving under-performance.

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**	**Q1 2026-27**	**Q2 2026-27**	**Notes**
Planning decisions: Stage 2 Referrals responded to in time	**100%**	**96%**	**A**	**A**	In Q2, 23 Stage 2 decisions were issued, with 100% meeting the statutory deadline.
Planning decisions: Stage 1 Referrals responded to in time	**75%**	**56%**	**R**	**R**	In Q2, 52% of Stage 1 responses were issued within the statutory deadline, a further decrease on Q1 performance. There were a variety of reasons why the 11 cases were not issued within the deadline, including workload and delays in consultee responses. We are currently working through these issues and expect an upturn in performance in Q3.
Planning income: Pre-application fee income secured	**£1.7m**	**£0.95m**	**G**	**G**	As expected over the summer, Q2 saw a decrease on Q1 returns. Still on course to meet target at year end.

FINANCIAL SUMMARY
CORE ENABLING SERVICES

Revenue

Significant programme variances

There are forecast overspends totalling £4.4 million across the Core budgets, mainly from:

- £2.2 million expected shortfall in GLAP income against approved 2026-27 core budgets – the budget assumed higher levels of corporate support costs to be recharged. Following a recent review of actual corporate support costs incurred supporting GLAP directly, this shortfall was exposed. It is proposed to align recharge budgets to actual forecast costs as part of the 2027-28 budget setting process
- £0.6 million overspend in the Chief Finance Officer directorate. This is due to £0.2 million of additional project management costs (including licensing and support costs for the Asana system used to underpin project performance monitoring), and £0.3 million in Financial Services due to shared services costs that were not budgeted for to manage the Finance system and core processes (e.g. payroll, payments). These pressures have been reviewed and included in the 2027-28 Draft Budget
- £1.1 million overspend in Strategy & Communications due to increased expenditure on international travel costs, progress against savings and efficiencies and a range of other IT, management and consultancy services and staffing
- Crystal Palace National Sports Centre (CPNSC) is forecasting £0.5 million overspend due to essential exceptional works costs to be incurred before the capital programme commences and energy contract payments. Year-to-date shows £2.0 million underspend on CPNSC; this is a timing difference on invoices that are expected to be paid at year end.

(£million) - Net

	Original Budget	Revised Budget	Forecast	Variance
Q1	**99.1**	**102.0**	**106.0**	**4.0**
Q2	**99.1**	**101.9**	**106.3**	**4.4**
Q3	**-**	**-**	**-**	**-**
Q4	**-**	**-**	**-**	**-**

Project grouping detail - (£million) - Net

Q2 Position	Original Budget	Revised Budget	Forecast	Variance
Enabling services	**63.8**	**65.7**	**68.4**	**2.6**
Teams supporting strategic work	**12.7**	**14.0**	**15.0**	**1.0**
Teams fulfilling statutory obligations	**6.6**	**6.2**	**6.5**	**0.3**
Other	**16.0**	**16.0**	**16.5**	**0.5**
Core enabling services total	**99.1**	**101.9**	**106.3**	**4.4**

FINANCIAL SUMMARY
CORE ENABLING SERVICES

Capital

Significant programme variances

Core is forecasting £0.9 million underspend at year-end, primarily from Facilities Management. This is because the heavy vehicle mitigation and substation upgrade project will be delayed due to extended time frame to obtain planning permission to proceed. This will be reviewed in future periods, and any underspend will be re-profiled into the next financial year.

There is a year-to-date underspend of £2.0 million due to timing differences on the Palestra project; this project is expected to spend to budget by the end of year.

(£million) - Gross

	Original Budget	Revised Budget	Forecast	Variance
Q1	52.1	42.7	43.2	0.5
Q2	52.1	42.7	41.9	-0.9
Q3	-	-	-	-
Q4	-	-	-	-

Project grouping detail - (£million) - Gross

Q2 Position	Original Budget	Revised Budget	Forecast	Variance
Enabling services	7.1	9.7	8.9	-0.9
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	41.9	-0.9

INTEGRATED SETTLEMENT
Q1-Q2 2026-27

EXECUTIVE SUMMARY AND INTRODUCTION



MARY HARPLEY
Chief Officer

This reporting period has seen the Integrated Settlement move decisively from programme mobilisation into delivery. Across all settlement pillars, strong progress has been made in establishing governance arrangements, launching commissioning activity, building delivery partnerships and putting in place the infrastructure required to support long-term delivery and outcomes for Londoners. The foundations established through mobilisation are now translating into operational delivery across the portfolio. Programmes are progressing in line with their planned delivery trajectories and the Greater London Authority remains on track to deliver the ambitions of the Integrated Settlement. Robust oversight, performance management and assurance arrangements continue to provide clear visibility of delivery progress, risks and outcomes across all funded programmes.

The financial flexibilities secured through the Settlement remain a significant enabler of delivery. They provide the ability to manage programme risks effectively, align resources to delivery priorities and reprofile expenditure where appropriate to reflect delivery timelines. This flexibility is particularly valuable in areas such as retrofit and supported housing, where activity is expected to scale significantly as programmes mature and move into full delivery.

Notable achievements in this reporting period include:

- skills delivery, with participation and enrolment metrics significantly exceeding profile in several areas
- progression of the City Hall Developer Fund, with an initial cohort of projects entering detailed due diligence to unlock future housing delivery
- expansion of regional homelessness prevention infrastructure through the Ending Homelessness Accelerator Programme
- mobilisation of the Mayor's Home Energy Saving Fund, supporting future largescale retrofit delivery to reduce emissions and fuel poverty.

Whilst the overall position remains stable, several risks and dependencies require continued management.

The most significant delivery challenge remains Outcome 8 (Retrofit), where mobilisation has been impacted by the absence of accompanying revenue funding from government, resulting in delays to recruitment, fund design and programme implementation. Although mitigating actions are now in place and a dedicated delivery team has been recruited, successful delivery remains dependent on timely programme mobilisation, procurement activity and continued engagement with the Department for Energy and Net Zero (DESNZ) regarding future funding arrangements.

Several programmes continue to highlight a tension between nationally set targets and the practical realities of delivery within London, particularly in relation to construction industry placements, retrofit outputs and Local Nature Recovery Strategy expectations. There is a continuing need to engage government departments to ensure delivery expectations remain aligned with available funding, capacity and market conditions and we welcome ongoing discussions with government on this and proposals for streamlining of the Integrated Settlement. Looking forward priorities for the next reporting period will include:

- progressing funding decisions through the City Hall Developer Fund
- accelerating implementation of the Mayor's Home Energy Saving Fund, including rollout of delivery arrangements and funding allocation processes
- expanding employer engagement and delivery capacity within construction skills and supported employment programmes.

But most importantly, right now, we will continue our work transitioning the remaining programmes from mobilisation into delivery and building confidence our mobilisation activity is progressing at the right pace.

My focus for the next reporting period will be on converting these strong foundations into demonstrable delivery outcomes for Londoners whilst maintaining appropriate control, managing dependencies, ensuring continued alignment with Mayoral priorities and we will do this whilst maintaining engagement with government departments regarding target assumptions, funding requirements and future phases of devolution.

INTEGRATED SETTLEMENT PILLAR - ECONOMIC DEVELOPMENT AND REGENERATION
OUTCOME 1: IMPROVE BUSINESS PRODUCTIVITY TO SUPPORT LOCAL GROWTH

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
1.1 Number of supported businesses that have increased productivity – turnover per worker (FTE)	**23**	**0**	**23**	**0**	**G**	Delivery through Grow London Local, Growth Hub and Made Smarter continues to support businesses to improve productivity and adopt improved business practices. We are working to finalise and issue the Grow London Local Grant Funding Agreement in the coming weeks and expects it to be in place before the end of Q3 2026-27. These delays have not impacted programme delivery, which has continued as planned. Actuals are expected to increase during the second half of the year as programme activity translates into measurable impact. Our current assessment indicates strong engagement and a healthy pipeline of businesses. The Green rating reflects strong levels of business engagement and confidence that funded interventions are generating the conditions required to achieve future productivity improvements. The immediate focus is completing grant funding arrangements, maintaining business engagement activity and ensuring robust benefits tracking arrangements are in place as outcomes begin to materialise.
1.2 Number of supported businesses demonstrating improved practice	**71**	**22**	**71**	**0**	**G**	Output measure 1.2 covers the period through to March 2028. Progress against this outcome will be reported as benefits are realised. Given the nature of the programme and the time required for activities to translate into measurable outcomes, it is unlikely that substantive progress will be reported before Q3 2026-27.

INTEGRATED SETTLEMENT PILLAR - SKILLS AND EMPLOYMENT SUPPORT
OUTCOME 2: MORE LONDONERS GAINING THE SKILLS AND QUALIFICATIONS NEEDED FOR LIFE, WORK, AND PROGRESSION

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
1.a. Number of businesses supported	**3,142**	**1,142**	**2,142**	**832**	**G**	London & Partners has continued delivery of business support activity across London, helping businesses access advice, specialist support, funding opportunities and growth networks. Performance has already achieved 73% of the annual target. Delivery performance demonstrates strong demand for support and effective programme mobilisation across London's business support ecosystem. Performance is substantially ahead of the annual profile at this stage of the year and provides strong confidence in the achievement of annual targets building on established infrastructure and additional GLA investment. The programme will continue expanding engagement routes, strengthening borough partnerships and improving access to business support services across London and we are confident of meeting the full-year target, with continued monitoring of activity and business outcomes.
2.1 Learners moving into employment (commissioned adult skills delivery)	**16,820**	**5,100**	**11,500**	**4,390**	**G**	Delivery of Adult Skills Fund (ASF) and Skills Bootcamp provision for 2026-27 is now fully underway, generating early employment outcomes across commissioned provision. Q2 performance reports 4,390 learners progressing into employment, representing around 86% of the March 2027 trajectory (5,100). Given the academic year delivery profile and the fact that substantial cohorts remain in learning, current performance is consistent with expectations and supports a Green RAG assessment. As larger learner cohorts complete training, employment outcomes are expected to accelerate, maintaining progress towards the March 2027 trajectory.The focus remains on supporting provider performance, strengthening employer engagement and maximising progression into employment.

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
2.2 Londoners trained to progress in or towards work in London's key sectors (commissioned adult skills delivery)	**33,200**	**10,250**	**22,700**	**22,080**	**G**	Delivery has supported 22,080 Londoners to access training aligned to priority growth sectors, exceeding the March 2027 trajectory of 10,250 by more than twofold. Performance reflects strong participation across ASF and Skills Bootcamp provision and demonstrates sustained demand for skills development in sectors identified through the London Growth Plan and Local Skills Improvement Plans. Performance significantly exceeds profile and therefore remains Green. We will maintain current recruitment and delivery levels, continue prioritising provision in growth sectors, and use provider performance reviews to identify opportunities for further participation among priority groups. Existing delivery volumes provide confidence that future trajectory milestones can be achieved.
2.3 Essential skills (inc. ESOL), achievements (ASF only)	**428,020**	**150,050**	**292,600**	**73,370**	**G**	Delivery of essential skills and ESOL provision has commenced successfully across the 2026-27 academic year, with 73,370 achievements reported by Q2. While this represents approximately 49% of the March 2027 trajectory (150,050), achievement data is naturally back-loaded due to learners completing courses throughout the academic year. Early performance reflects expected timing of completions rather than under-delivery. Planned learner volumes remain sufficient to achieve forecast outcomes and support a Green RAG rating. Achievement measures are affected both by learner completion profiles and the timing of DfE, DWP, FE & Skills data availability, with additional achievements expected to be reflected in future reporting periods. We will continue monitoring enrolment and retention rates, support providers to maximise learner completion, and intervene where achievement performance falls below expectations. Achievement volumes are expected to increase significantly as current learner cohorts reach course completion points.

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
2.4 Level 3 achievements (inc. ASF and commissioned delivery)	**29,910**	**10,490**	**20,450**	**8,730**	**G**	Performance records 8,730 Level 3 achievements against a March 2027 trajectory of 10,490, representing approximately 83% of profile. Delivery across Adult Skills Fund provision and Skills Bootcamps remains active, with a significant proportion of learners still progressing through programmes scheduled to complete later in the academic year. Current performance is broadly aligned with expectations and supports a Green RAG assessment. Achievement measures are affected both by learner completion profiles and the timing of DfE, DWP, FE & Skills data availability, with additional achievements expected to be reflected in future reporting periods.We will continue to maintain delivery volumes across Level 3 provision, closely monitor achievement performance at provider level, and support learner retention through programme completion. Achievement numbers are expected to strengthen as additional cohorts complete during subsequent reporting periods.
2.a. Essential skills (inc. ESOL), enrolments (ASF only)	**503,700**	**176,600**	**344,300**	**178,810**	**G**	Q2 enrolment data reports 178,810 learners engaging in essential skills and ESOL provision, exceeding the March 2027 trajectory of 176,600. This demonstrates strong learner demand and successful provider mobilisation across London. Performance provides a solid foundation for future qualification achievement and progression outcomes and therefore supports a Green RAG assessment. Note current performance should be interpreted in the context of the reporting methodology and attribution limitations during Year 1. We will continue to sustain recruitment activity across providers, maintain focus on priority learner groups, and continue regular monitoring of participation levels throughout the academic year. Strong enrolment performance should translate into future achievement and progression outcomes if retention remains strong.

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
2.b. Level 3 enrolments (inc. ASF and commissioned delivery)	**42,800**	**15,000**	**29,280**	**21,270**	**G**	A total of 21,270 Level 3 enrolments have been recorded by Q2, exceeding the March 2027 trajectory of 15,000 by approximately 42%. Delivery through ASF and Skills Bootcamps has generated strong participation across higher-level skills provision, reflecting sustained learner demand and effective provider recruitment activity. Performance exceeds profile and supports a Green RAG rating. Note current performance should be interpreted in the context of the reporting methodology and attribution limitations during Year 1. We will continue supporting delivery in priority sectors, monitor provider recruitment and retention performance, and maintain intervention arrangements where participation falls below planned levels. The current enrolment position provides confidence that future achievement targets can be realised through successful learner completion.

INTEGRATED SETTLEMENT PILLAR - SKILLS AND EMPLOYMENT SUPPORT
OUTCOME 3: DISABLED RESIDENTS, RESIDENTS WITH LONG-TERM HEALTH CONDITIONS, AND OTHER AGREED DISADVANTAGED GROUPS WITH COMPLEX BARRIERS ARE SUPPORTED TO SUSTAIN WORK THROUGH DELIVERY OF SUPPORTED EMPLOYMENT.

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
3.1 Share of out of work supported employment programme starts to achieve first earnings	**43.0% (15,828)**	**30.6% (4,985)**	**37.8% (10,572)**	**2,187**	**G**	Supported employment delivery continues to generate strong employment outcomes for disabled residents and those facing complex barriers to work. Q2 performance reports 2,187 participants achieving first earnings, with programme performance currently achieving 106% of profile. Delivery is established across all Subregional Partnerships (SRPs), referral pathways are operational, and employer engagement activity is supporting participants to move successfully into sustained employment. Performance exceeds current expectations and supports a Green RAG assessment. We will continue strengthening employer engagement activity across all SRPs, expand referral volumes through health and community partners, and maintain performance oversight of provider delivery. Sustaining high-fidelity supported employment practices will support continued progression into work and maintain performance above trajectory.
3.2 Share of out of work supported employment participant starts to achieve a lower threshold job outcome	**31.9% (11,759)**	**18.7% (3,046)**	**26.4% (7,386)**	**1,547**	**G**	Performance indicates 1,547 participants have achieved a lower-threshold job outcome, representing delivery at 123% of profile. Strong employment outcomes demonstrate that participants are successfully progressing through supported employment pathways and securing meaningful work opportunities. Consistent delivery across partnerships and ongoing quality improvement activity provide confidence that performance remains ahead of expectations, supporting a Green RAG rating. We will maintain regular provider performance reviews and continue implementation of performance management guidance across SRPs. A continued focus on participant engagement, employer relationships and effective referral pathways will help sustain high conversion rates into employment outcomes.
3.3 Share of out of work supported employment participant starts to achieve a higher threshold job outcome	**22.0% (8,093)**	**11.0% (1,790)**	**17.4% (4,860)**	**763**	**G**	Delivery continues to demonstrate positive progression towards sustained employment outcomes, with 763 participants achieving higher-threshold job outcomes by Q2. Current performance is delivering at 110% of profile, indicating that participants are not only securing employment but sustaining outcomes over longer periods. Performance remains ahead of trajectory and supports a Green RAG assessment. We will continue embedding highfidelity supported employment approaches, strengthen employer engagement and share best practice between SRPs. Ongoing monitoring of participant progression and retention outcomes will support continued achievement of higher-threshold employment measures.

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
3.4 Share of in work retention supported employment participant starts to achieve a higher threshold job outcome	**71.7% (4,661)**	**55.3% (1,590)**	**64.8% (3,201)**	**568**	**G**	Performance reports 568 participants achieving higher-threshold outcomes through the in-work retention pathway. Current performance is achieving 89% of profile, with three SRPs performing at or broadly in line with expectations and one partnership continuing to mature following a later delivery start. Whilst slightly below profile, performance remains within manageable tolerance levels, recovery actions are in place, and overall programme delivery continues to support a Green RAG position. Targeted performance management support will be provided to underperforming delivery areas, alongside continued monitoring of participant retention outcomes. Sharing good practice across partnerships and strengthening employer engagement will support improved performance and alignment with future trajectory milestones.
3.a Supported employment programme starts	**43,348**	**19,186**	**32,933**	**10,095**	**G**	10,095 participants had started supported employment provision, against a March 2027 trajectory of 19,186. This represents approximately 53% of the overall trajectory. While delivery is below the expected cumulative position, there are positive indicators supporting confidence in future delivery. Most SRPs are performing at or around planned levels, integration leads are now embedded across partnerships, and referral activity is strengthening. Some areas are also reporting strong demand, including waiting lists for future starts, suggesting growing awareness and demand for the programme. The current assessment remains Green, reflecting the strength and increasing maturity of delivery infrastructure, the improving referral pipeline and evidence of demand across a number of areas. However, continued progress will need to translate into an increased rate of participant starts over the coming quarters to ensure the March 2027 trajectory remains achievable. The focus will be on strengthening referral pathways through health, employment and community services; increasing programme visibility among eligible residents; and improving integration with other GLA-funded initiatives. These actions are intended to convert growing demand and referral activity into participant starts, accelerate delivery and maintain progress towards future trajectory targets.

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
3.b Provision of supported employment	-	-	-	-	G	Delivery quality continues to strengthen across London's supported employment provision. Two SRPs have now completed external fidelity assessments, achieving positive results, while the remaining assessments are scheduled through to March 2027. All partnerships have implemented self-assessment processes, enhanced employer engagement activity, and deployed systems to strengthen performance management and service quality. Progress against programme quality measures remains on track, supporting a Green RAG assessment. The focus over the next reporting period will be on completing remaining fidelity assessments, embedding continuous improvement actions arising from review findings, and deepening integration with health systems and local partners. Maintaining fidelity to the supported employment model will strengthen participant outcomes and support sustained programme performance across all delivery areas.

INTEGRATED SETTLEMENT PILLAR - SKILLS AND EMPLOYMENT SUPPORT
OUTCOME 4: A SKILLED CONSTRUCTION WORKFORCE, SUFFICIENT TO BUILD THE HOUSING AND SUPPORT THE WIDER ECONOMIC GROWTH NEEDED IN THE REGION

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
4.1 Number of construction course achievements	**14,400**	**4,800**	**9,600**	**3,050**	**G**	Construction skills delivery has transitioned into full delivery across Adult Skills Fund, Skills Bootcamps and associated construction skills initiatives. Q2 performance reports 3,050 construction course achievements against a March 2027 trajectory of 4,800, representing approximately 64% of profile. Given the academic-year delivery cycle and the substantial proportion of learners currently progressing through training, achievement volumes are expected to increase throughout the year. Delivery infrastructure is in place, additional provision is being commissioned through the Construction and Built Environment Sector Talent Board, and current performance supports a Green RAG assessment. We will continue monitoring provider achievement performance, support learner retention and progression through to completion, and expand delivery through Skills Bootcamps and construction skills pilots. As further learner cohorts complete training, achievement volumes are expected to strengthen and support delivery of trajectory targets.
4.a Number of additional construction training places taken up (enrolments)	**19,140**	**6,380**	**12,760**	**5,620**	**G**	Delivery has generated 5,620 construction training enrolments against a March 2027 trajectory of 6,380, representing approximately 88% of profile. Participation remains strong across Adult Skills Fund and Skills Bootcamp provision, with further recruitment activity underway through London Talent Pathways and construction-focused skills interventions. Delivery is broadly aligned with expectations for this stage of the programme and supports a Green RAG assessment.We will maintain recruitment campaigns, strengthen sector engagement through the Construction Technical Excellence College network, and closely monitor provider-level enrolment performance. Planned provision and additional commissioning activity are expected to increase learner participation and support achievement of future milestones.

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
4.b No of industry placements completed	**14,180**	**3,500**	**9,720**	**0**	**A**	Industry Placements delivery has successfully completed its pilot phase, with evaluation findings informing the design and implementation of a larger-scale Phase 2 delivery model. While Q2 performance remains at zero placements, this reflects the transition between pilot and full delivery rather than underperformance. Employer brokerage services are now being commissioned, provider allocations are being finalised, and engagement activity is underway through the Sector Talent Board, Talent Hub and Construction Technical Excellence College network. The Amber rating reflects the scale of the delivery challenge and historic placement volumes rather than concerns about programme viability. The immediate focus is accelerating Phase 2 implementation, strengthening employer engagement, expanding placement opportunities and closely monitoring performance to ensure delivery gains momentum and future targets remain achievable. Performance will be reviewed regularly alongside HM Government discussions regarding assumptions and future target profiles.
4.c Number of teaching days delivered by industry professionals within FE settings	**2,758**	**526**	**1,642**	**0**	**G**	The Teacher Industry Exchange programme has successfully progressed into Phase 2 delivery. Funding has now been issued to providers, Places for London and the Construction Technical Excellence College network to support wider implementation. While no Q2 teaching days have yet been recorded against the March 2027 trajectory of 526, programme delivery is now active and builds upon a successful test-and-learn phase that exceeded initial Department for Education expectations. The programme remains Green because delivery arrangements are operational and forecast delivery remains aligned with annual objectives. The focus for the next period will be the full rollout of provider-led delivery models, implementation of findings from the evaluation phase and targeted support to education providers to strengthen employer participation. Enhanced brokerage, marketing activity and sector engagement are expected to accelerate delivery and support achievement of future programme targets.

INTEGRATED SETTLEMENT PILLAR - HOUSING AND STRATEGIC PLANNING
OUTCOME 5: INCREASED HOUSING SUPPLY FROM STALLED AND STRATEGIC SITES

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
5.1 Number of new homes started by March 2029	1,800	0	500	0	G	The City Hall Developer Fund opened for Expressions of Interest in March 2026 and generated a strong level of interest from prospective applicants. Following an assessment against the fund's strategic objectives and delivery criteria, the GLA has prioritised an initial cohort of 12 projects that demonstrate strong potential to deliver housing outcomes and align with the programme's aims. Stage 2 due diligence is now underway, including detailed assessment of project viability, deliverability, financial assumptions and risk. Subject to the outcome of this process, funding recommendations will be developed to support projects that can progress at pace and maximise the impact of the fund and delivery against this outcome. It is quite likely that the first contractual commitments to projects will not be until 2027-28.
5.2 Number of additional new homes completed by March 2029	320	0	0	0	G	
5.3 Unlocked Housing Capacity (entered into contract by March 2029)	5,000	500	2,500	0	G	

INTEGRATED SETTLEMENT PILLAR - HEALTH, WELLBEING AND PUBLIC SERVICE REFORM
OUTCOME 6: EFFECTIVE REGIONAL SYSTEMS LEADERSHIP TO ENABLE IMPROVED PREVENTION OF ALL FORMS OF HOMELESSNESS

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
6.1 Improved strategic working, co-ordination and delivery across London government and civil society to support more effective prevention of all forms of homelessness	**On track**	**On track**	**On track**	**On track**	**G**	The Ending Homelessness Accelerator Programme (EHAP) Delivery Board is now well established and meeting monthly, bringing together colleagues from all levels of London government and key stakeholders from voluntary sector. This is supported by wider EHAP delivery structures, including Delivery Group and the five thematic groups (including one focused on prevention) with buy-in across London and staffing capacity in place in the GLA, London Councils and subregions to support this work, each of which have agreed Plans of Action with delivery plans refreshed on a six-monthly basis. EHAP has enabled rapid decisions to be made regarding priorities and allocation of different Integrated Settlement funding streams, reflecting the strategic priorities set out in the Plans of Action. This includes the allocation of HRSDAG funding at regional and subregional level to support a mix of strategic co-ordination, test and learn and evaluation projects and the delivery of services, as well as decisions regarding priorities for the allocation of supported housing revenue funding and the new Rough Sleeping Programme funding. Much of this funding is supporting interventions focused on enabling a shift towards prevention across the homelessness system. The EHAP Shared Outcomes Framework is now live and provides a London-level data picture across the homelessness landscape for the first time, shaping EHAP's thinking regarding strategic priorities and acting as an indicator of emerging success as well as areas of risk. The most recent reporting shows some positive movement in relation to a number of outcomes including the prevention of homelessness and reduction in duration of homelessness when compared to last year, and show s that the number of households with children in B&B accommodation over six weeks continues to fall. Future priorities for the framework are to make use of leading indicators to support effective horizon scanning, and to further develop into subregional data. The GLA continues to work with partners to implement the aims of the Mayor's Rough Sleeping Plan of Action, and a renewed focus on preventing rough sleeping. At a regional delivery level, the GLA has delivered the Rough Sleeping Prevention Pilot project, and is using the learning from this to roll out the new model of Ending Homelessness Hubs from April 2027, alongside a newly-procured Crisis Prevention and Response service that will start in Q4 2026-27. The Equipping Communities service is building capacity within the voluntary, community and faith sector to improve capacity and capabilities to prevent and relieve rough sleeping. The Migrant Accommodation Pathways service is providing targeted capacity to Non-UK Nationals (51% total rough sleeping population). This service is under new contract from November 2026, with an increased focus on homelessness prevention and upskilling the homelessness sector to meet the needs of migrants, asylum seekers and refugees.

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
6.2 Increased capacity and impact of subregional delivery role in preventing homelessness	**On track**	**On track**	**On track**	**On track**	**G**	Over £12m has been allocated to London's subregions in 2026-27 and agreements are in place to distribute this funding as soon as possible to increase capacity and delivery from the subregions. This includes HRSDAG, Rough Sleeping Programme, and Long Term Rough Sleeping funding for subregional delivery – all of these allocations have been agreed by EHAP and the majority approved through GLA processes. Funding for 2027-28 and 2028-29 has also been confirmed, which will bring total investment over the three-year spending review period to £26.5m across the five subregions. This will enable the development of collective service interventions, joint systems change initiatives, and partnership and coordination capacity at scale that can drive efficiency and improved shared outcomes. Through EHAP joint working, subregions have driven the consistent and high quality supported housing needs assessments in line with the Supported Housing Regulatory Oversight Act. This will enable a robust picture of London's supported housing need and supply to support strategic decision making at all levels of government. EHAP has approved the investment of £10m in subregions from the Integrated Settlement supported housing revenue funding (total £40m) to support work preventing the loss of supported housing capacity and this will be confirmed in a formal GLA decision in due course. Subregional governance is in place in four out of the five subregions, and Delivery Plans are being confirmed for the coming 12 months. These will be scrutinised at EHAP Delivery Board before the end of 2026.

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
6.3 Delivery of good quality supported housing and associated support services, with a focus on those designed to prevent and relieve homelessness and rough sleeping	**On track**	**On track**	**On track**	**Off track**	**A**	In-principle agreement has been secured from EHAP to make use of supported housing revenue funding from the Integrated Settlement in conjunction with capital programmes, but given the limited notice given of this funding and its interaction with the overbid London Social and Affordable Homes Programme (LSAHP), full deployment of funding in 2026-27 is not expected and significant reprofiling of this budget is likely to be required. EHAP Delivery Board has approved a proposed approach that will see £20m of the funding over the 3-year period allocated to an LSAHP bidding route, with £10m to bolster the Homes Off The Streets programme, and £10m to be allocated to London's subregions to provide a funding source for safeguarding stock at risk of decommission. This will be confirmed in a formal GLA decision in due course. The timing of the availability of new needs assessments required through the Supported Housing Regulatory Oversight Act in Q4 2026-27 is unfortunately not well-aligned with this funding, but options for incorporating this needs-based approach at the same time as focusing on the need for delivering as swiftly as possible are being actively considered. The GLA has continued to deliver good quality supported housing and associated support services in a number of ways. More than 600 people have now been supported via the Single Homelessness Accommodation Programme (SHAP), with three-year extensions to the programme currently being applied. The RSAP transition is underway and moving to new arrangements with funding via boroughs or alternative routes for Pan-London Schemes. The Homes Off The Streets programme, which will provide funding for the refurbishment of up to 500 homes and associated support, including Housing First, is on track to open for capital and revenue bids in Q4 2026-27. The Mayor's commissioned accommodation based support services are in the process of being reprocured to better align with the Mayor's strategic direction to end rough sleeping, with contracts expected to go live in April 2027. Part of this work will include a greater focus on preventing rough sleeping, with approval currently being sought to put in place a PRS tenancy rescue service. The (off track) Amber rating reflects funding deployment and mobilisation risks rather than concerns about programme delivery. Key challenges include aligning investment decisions with new supported housing needs assessments and ensuring funding can be deployed at pace. Integrated Settlement flexibilities have enabled funding to be aligned across related housing and support funding programmes and provide the ability to reprofile funding where necessary.

INTEGRATED SETTLEMENT PILLAR - ENVIRONMENT AND CLIMATE CHANGE
OUTCOME 7: EFFECTIVE LOCAL LEADERSHIP OF LOCAL NATURE RECOVERY STRATEGY

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
7.1 Leadership of local nature recovery strategy	**On track**	**On track**	**On track**	**On track**	**G**	Delivery of the London Nature Recovery Strategy (LNRS) continues to progress in line with expectations, with strong foundations being established across governance, partnership working, project delivery and monitoring. Key milestones include embedding the LNRS within the draft London Plan, supporting boroughs through the development of a Local Nature Recovery Action Plan template, and progressing work to integrate nature recovery priorities across GLA Group activities and funding programmes. Progress is also being made on establishing stronger delivery partnerships, including development of options for a future London-wide nature recovery partnership, alongside existing initiatives such as the London Urban Forest Partnership and large-scale rewilding programmes. Work is underway to develop a monitoring tool for nature recovery and wider green infrastructure projects, which will strengthen performance monitoring and reporting. The Green rating reflects delivery progressing broadly in line with the agreed project plan, with key implementation stages completed or underway. Integrated Settlement flexibilities have enabled a more coordinated approach by embedding nature recovery considerations across planning, investment and delivery programmes rather than treating them as standalone activities. The next phase of delivery will focus on completing the monitoring framework, strengthening partnership arrangements and exploring opportunities to maximise the contribution of Biodiversity Net Gain (BNG) towards LNRS objectives. While there remains some challenge in balancing programme expectations with available resources given London's scale and complexity, current progress provides confidence that delivery remains on track and supports a Green RAG assessment.

INTEGRATED SETTLEMENT PILLAR - ENVIRONMENT AND CLIMATE CHANGE
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

Outcome/Output Measure	Target (March 2029)	Trajectory		Q2 Actual	RAG	Progress update and RAG justification
		March 27	March 28			
8.1 Reduction in carbon emissions from domestic buildings upgraded over 2026 – 2070 (modelled)	107KtCo2e	TBC	TBC	On track	A	Delivery of the Mayor's Home Energy Saving Fund (MHESF) is progressing, but remains behind the March 2027 trajectory due to delays in programme mobilisation arising from the absence of devolved revenue funding alongside the capital allocation. Key milestones have nevertheless been achieved, including the transfer of funding from the Department for Energy Security and Net Zero (DESNZ),, launch of the MHESF programme and approval of £3.56m of GLA-funded delivery capacity to support implementation. Recruitment to establish the programme team was completed during the quarter, with new staff onboarding expected to accelerate delivery. Progress is also being made on subsidy control assessments, funding prospectus development, contractual arrangements and agreement of the delivery model with London Councils and Warmer Homes London. The Amber rating reflects mobilisation delays rather than concerns about programme viability. Integrated Settlement flexibilities have enabled the GLA to invest in additional delivery capacity and develop a London-specific delivery model. The next phase will focus on completing mobilisation activity, launching the fund and integrating a proposed £19.9m solar PV and battery allocation, which would further strengthen delivery and outcome impact.
8.1.a Number of social homes with a pre-installation Energy Efficiency Rating of D-G upgraded to C or above as a result of the upgrades	5,000	TBC	TBC			
8.1.b Total household bill savings over 2026 – 2070 (modelled)	£80m	TBC	TBC			

FINANCIAL SUMMARY
INTEGRATED SETTLEMENT OUTCOMES FRAMEWORK

Revenue

Significant programme variances

The projected expenditure underspend reflects the timing of programme delivery, all current underspends will be carried into future years and fully spent on the multi-year projects within the spending review period. The main areas are:

Adult Skills Fund (ASF) – £14.8m: The underspend relates to a timing difference between funding being received in financial year while delivery timeline is in academic year. Under the current Integrated Settlement arrangements, this funding can be used in future years.

Project-Based Capital and Technical Excellence Colleges – £2.5m: The underspend reflects the 10% capital-to-revenue funding swap for these projects. The Department for Education (DfE) funding covers the period 2026-27 to 2029-30, so the remaining budget is expected to be spent in future financial years. This expenditure is fully externally funded through the Integrated Settlement.

City Hall Developer Investment Fund: Some expenditure is expected to fall into future years, including staffing, consultancy, legal costs, minimum revenue provision and other revenue costs associated with the financial transactions funding programme. The underspend is therefore expected to be carried forward for use in 2027-28.

Supported Housing: The underspend has been reprofiled to future years to reflect plans for funding allocations and delivery developed and agreed through the Ending Homelessness Accelerator Programme. In addition, it is expected that around £5m of HRSDAG funding will be reprofiled into future years to support delivery of newly procured pan-London contracts with a focus on rough sleeping prevention and sustainable routes off the streets, as well to enable the EHAP Delivery Fund to support systems-change projects across the spending review period. The original profile for HRSDAG and Supported Housing Revenue funding was not negotiated in advance of being set by MHCLG and so this new profile reflects the best understanding of the optimal delivery position over the spending review period.

(£million) - Net

Themes	Budget £m	Forecast £m	Variance £m
Adult skills and employment support	**409.6**	**392.2**	**-17.4**
Economic development and regeneration	**3.1**	**3.1**	**0.0**
Housing and strategic planning	**5.0**	**0.7**	**-4.3**
Environment and climate change	**0.2**	**0.2**	**0.0**
Health, wellbeing and public service reform	**37.1**	**35.1**	**-2.0**
Revenue total	**454.9**	**431.3**	**-23.6**

The GLA will also seek to work with central government to operationalise the funding flexibilities available under the Integrated Settlement, including arrangements to carry forward funding into future financial years. This will help ensure that resources remain available to support planned programme delivery and that funding can be used effectively over the full period of investment.

FINANCIAL SUMMARY
INTEGRATED SETTLEMENT OUTCOMES FRAMEWORK

Capital

Significant programme variances

Underspend relates to Construction Skills package. Contract has been awarded, and mobilisation is underway, but not expecting to fully utilise the budget within the Financial Year.

(£million) - Gross

Themes	Budget £m	Forecast £m	Variance £m
Adult skills and employment support	**9.8**	**3.3**	**-6.5**
Housing and strategic planning	**44.6**	**44.6**	**0.0**
Environment and climate change	**58.7**	**58.7**	**0.0**
Capital total	**113.1**	**106.6**	**-6.5**

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