MAYOR OF LONDON

Heat Ready London

Adapting the city to a warmer climate

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Foreword

As a lifelong Londoner, I am only too aware that hotter temperatures are a growing reality in our city. As we publish this plan, London is in the middle of an unprecedented heatwave, with record-breaking June temperatures stretching the country to its limits. As the UN Secretary General said this week, London is ‘cooking.’ For only the second time in history, the Met Office has issued a red warning for extreme heat. It comes after a May when the temperature in London broke records for two consecutive days, marking the end of England's warmest spring on record. These are not isolated occurrences. Last year alone, our city experienced four official heatwaves and more than 120 wildfires – the highest rate since the exceptional heat of 2022, when temperatures exceeded 40°C in London. This extreme heat was a stark and urgent reminder of the need to act. It contributed to an estimated 387 premature deaths and placed huge pressure on infrastructure, including train lines, water networks and the power grid.

High temperatures are also an equalities issue. Research shows that the hardest-hit Londoners are those living in poorly designed homes; those without access to green space; and those with greater health risks. Building London’s resilience means addressing that injustice and ensuring that we target action where it is needed most.

That’s why together with London Councils, we’ve developed Heat Ready London, which sets out a shared vision across six key sectors. It is our call to action to partners across London – providing a framework to drive collective delivery; protect lives; strengthen the resilience of our city; and ensure London remains a place where everyone can thrive. We know that London is more exposed to heat risk than anywhere else in the UK. As such, this work aspires to set a new benchmark for how our cities can respond to heat risk and adapt to a warming climate.

Heat Ready London builds on our previous leadership in this field. In 2023, we commissioned the London Climate Resilience Review (LCRR). It set out how partners across the London system need to prepare for climate risks such as extreme heat, flooding, and drought. In 2024, we ran Exercise Helios to test London’s response to extreme heat. This brought together key agencies to coordinate support and minimise disruption during dangerous temperatures. And in 2025, we asked Londoners for their views on the issue and received over 3,500 responses.

Together, this work has built a strong evidence base for this vision. Heat Ready London responds to the findings of the LCRR, lessons from Exercise Helios and priorities identified by Londoners. It identifies where action is needed from our partners to embed heat resilience into infrastructure, housing, health and care, emergency response, and public and green spaces. It marks a vital first step towards improving coordination and proactively securing the long-term changes needed to help London adapt to a changing climate at scale and at pace, as we seek to build a fairer, safer, greener and more prosperous London for everyone.

This work is more urgent than ever. We know that change is possible when we act together.

Sir Sadiq Khan Mayor of London

Executive summary

London is already experiencing record-breaking rising temperatures. Heat is now one of the most serious and fastest-growing risks to our health, infrastructure and the economy.

In July 2022, temperatures in London exceeded 40°C for the first time. The hot weather across three heatwaves that year cost an estimated £1.5 billion,[1] and placed unprecedented strain on public services – London Fire Brigade saw its busiest day since the Second World War. With more than 300 excess deaths, due to high temperatures, in each of 2020, 2023 and 2025, hot weather is already claiming lives. This underlines the urgent need to prepare for a warmer climate.

Across the country, climate change is causing hotter, drier summers and more frequent heatwaves. However, as London is the hottest region in the country, the impacts here are even more acute. The London Risk Register already identifies extreme heat as a "very high" risk; but in just 20 years' time, London could experience two to three times as many heatwaves each year. Without urgent action, these impacts will intensify. They will create dangerous conditions for vulnerable people, and fall most heavily on those least able to adapt. Preliminary analysis suggests around 1 million homes in London may currently be at high risk of overheating. In addition, 1,361 schools, 60 hospitals and 351 care homes are located in high heat-risk areas.[2]

Responsibility for managing heat risk in London is shared across a complex system of organisations; and the levers for change are spread across multiple actors. While action is under way, it is not yet sufficiently prioritised, coordinated or delivered at the pace or scale required. The 2024 LCRR concluded that a strategic plan for heat is needed to ensure London is prepared to manage this ever-growing risk. This means creating stronger city-wide leadership, and a clearer framework for collaboration. Heat Ready London responds directly to this recommendation.

Heat Ready London sets out where action is most needed from our partners. This city-wide vision spans six key sectors:

- the built environment
- business and economy
- emergency preparedness, resilience and response

[1] England et al. (2026) The economic costs of the 2022 heatwaves in London *(forthcoming)*
[2] Further investigation needed to refine these estimates. Data from: GLA, Properties Vulnerable to Heat Impacts in London, 2024

- health and care
- green space and nature
- infrastructure.

Through this document, the Mayor is providing strategic direction and setting out London's priority areas of focus. This will help ensure that delivery partners are investing in the right places. Following publication of this report, the Mayor will convene partners – across boroughs, public services, infrastructure providers, businesses and communities – to scale efforts that are already working; and drive new action where it's needed most.

The report sets out 37 priority areas of focus; here, we assess the change most needed in the short, medium and long term. Working with our partners will ensure London is better prepared for a hotter climate. We seek to achieve five core objectives:

- protecting Londoners
- reducing inequality
- strengthening resilience of the built and natural environment
- maintaining essential services
- safeguarding economic resilience.

At the heart of this vision is a commitment to a just transition to a greener, fairer and more climate-resilient London, where the benefits of climate action are shared by all Londoners; and those most vulnerable to risk are protected. Addressing heat risk presents a vital opportunity to reduce inequalities, create jobs, and enhance London's liveability – ensuring adaptation delivers wider social and economic benefits.

London faces a significant gap between the investment needed to adapt to rising temperatures, and the funding currently available. Delivering the scale of change needed will require high upfront capital – including private investment, and sustainable funding for ongoing maintenance. Heat Ready London begins to address this by identifying benefits, beneficiaries and funding routes, while highlighting the need to build a stronger pipeline of projects, and to identify models to scale delivery.

What does this vision mean for London?

Concerted, collective action from delivery partners, against the priority areas of focus will achieve tangible improvements to Londoners' lives in the following ways.

Londoners will be better prepared for hot weather

Heat-related harms to health will be reduced through:

- stronger collaboration and coordination across the health and care system
- embedding heat-risk management in existing systems and processes
- targeted action to protect those at highest risk.

Homes, schools and workplaces will be fit for a hotter climate

The highest-risk buildings will be prioritised for retrofit to prevent overheating. New developments will be future-proofed for comfort in higher temperatures.

Neighbourhoods will be cooler and greener

Tree canopy, green spaces and water features will be expanded, and well maintained and managed – particularly in areas most at risk. This will provide shade; and reduce temperatures to help people cope on hot days.

Infrastructure and services will remain reliable during hot weather and heatwaves

Energy, transport, water and emergency services will be better prepared for high temperatures, to keep our city running and reduce disruption for Londoners.

London's response to hot weather and heatwaves will be coordinated and effective

A more joined-up approach across organisations will ensure that early warnings, emergency response and recovery efforts are delivered consistently across the city.

Action will be fair and targeted

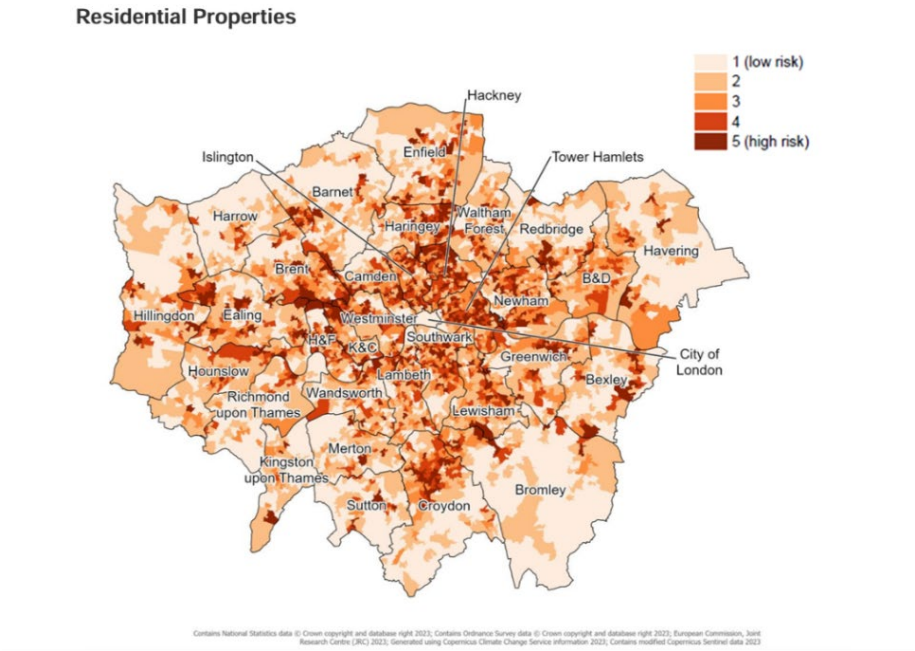
Investment and interventions will be prioritised in communities that are most exposed to heat, and least able to adapt – helping to target support where it makes the biggest difference.

Introduction

London is the hottest region in the country. The built environment intensifies heat through the urban heat island effect, trapping warmth in buildings and hard surfaces. Climate change is increasing these impacts; and in the coming decades, will lead to other UK cities becoming more exposed to the risks of hotter and more extreme temperatures. That's why London is leading the conversation on heat risk; looking for ways to innovate; developing new partnerships; and shaping the policy conversation.

High temperatures lead to increased illness and deaths; disrupted infrastructure; pressure on water and energy systems; indoor overheating; and major impacts on productivity. These impacts are interconnected, and disruption in one system can affect others. Managing heat risk effectively involves many organisations. While work is under way, the challenge is complex and requires coordinated effort and prioritisation, with the response to heat more mature in some sectors than others. Heat Ready London is the first step in providing a city-wide vision for delivery partners to align efforts and areas of focus over the short, medium and long term.

Figure 1 illustrates the spatial distribution of heat risk across London. It highlights concentrations of buildings that are most vulnerable to overheating; and areas most in need of targeted adaptation actions.[3]



[3] GLA, Properties Vulnerable to Heat Impact Report, 22 January 2024

Who is most at risk

The impacts of hot weather are not felt equally across London. Risk is often greatest in densely developed and deprived areas, where higher temperatures and lower capacity to adapt can worsen existing inequalities.

Some Londoners are also more vulnerable to heat than others, including older people; the very young; and those with existing physical or mental health conditions. Vulnerability is shaped not only by age and health, but also by living and working conditions. Poorly designed homes, and certain workplaces and practices, can increase the impact of high temperatures. Certain settings require particular attention because they accommodate people who are especially vulnerable to heat – including care homes, hospitals, schools and prisons, many of which were not designed for current or future climate conditions.

Socioeconomic factors play a key role too. Lower-income households and deprived communities often have fewer resources to adapt; and people sleeping rough are among the most exposed. As London's population grows and ages, the number of people at risk will increase; this means targeted action to protect vulnerable communities is essential.

"I have been happy in extreme heat but now I have got MS I am really not happy with extreme heat."

Caroline, Camden[4]

The case for action

London is already feeling the economic and social impact of increasingly hot weather, with the summer of 2022 costing London around £1.5 billion due to disruption and reduced productivity.[5] Most health harm arises from cumulative exposure to frequent high temperatures, not just extremes. Adaptation is therefore needed both for extreme events and for a warmer baseline climate.

Many adaptation measures bring wider benefits, including improved health and wellbeing; increased productivity; higher levels of biodiversity; and reduced energy demand. Early action can reduce long-term costs, reduce inequalities and strengthen resilience.

[4] University of Liverpool, Living with Extreme Heat in London: A compendium of stories, 2026
[5] England et al. (2026) The economic costs of the 2022 heatwaves in London *(forthcoming)*

Progress and challenges

London has already taken steps to address heat risks, including:

- public health messaging
- planning policy for cooling
- improved building standards
- retrofitting
- transport adaptation
- green infrastructure investment
- borough-led action such as tree planting, awareness campaigns, and cooling buildings.

These steps have been aligned with wider frameworks and strategies such as the London Plan, the London Infrastructure Framework and the Health Inequalities Strategy. However, risks are rising; impacts remain uneven; and responsibilities are fragmented. There is also a clear gap between the action required, and the public and private finance available to deliver the change needed.

Heat Ready London seeks to build on this and provide a coordinated vision for addressing these issues, aligning future efforts with existing plans. It supports a more holistic approach; and helps to unlock investment needed to improve the city's resilience.

A call to action

Objectives

Heat Ready London sets out five objectives for a heat-resilient London:

- protect Londoners from the health impacts of high temperatures
- reduce inequalities by prioritising those most at risk
- ensure buildings, public realm, and green spaces are adapted to heat and provide shade
- maintain essential services and infrastructure

- support productivity and economic resilience.

These objectives reflect the priorities expressed by Londoners – including better health, more access to green space, and a city that is better prepared for future conditions.[6]

Guiding principles

Work with delivery partners should be guided by a set of shared principles:

- **Fairness and inclusion:** prioritising the needs of those most at risk and impacted by heat – and, in this way, ensuring that all communities have a voice in shaping and benefiting from action.
- **Shared responsibility:** coordinating action across sectors and organisations.
- **Evidence-led action:** using evidence, data and local knowledge to inform decisions.
- **Collaboration:** working in partnership to address cross-cutting risks.
- **Proactive approaches:** acting early to reduce future impacts.
- **Whole-systems thinking:** recognising connections between systems and avoiding unintended consequences.

The priority areas of focus set out in Heat Ready London will be supported by a technical report to be published in the near future, which sets out the detailed evidence base and analysis underpinning the findings presented here.

[6] Talk London, London Heat Risk Delivery Plan discussion analysis, 2025

Built environment

What will change

The priority areas of focus in this sector aim to drive actions from partners to ensure buildings and public spaces are healthy and comfortable, so that all Londoners have equitable access to comfort during warm weather. All domestic, non-domestic and public buildings (including schools, care homes, libraries and hospitals) should be able to withstand high temperatures, to ensure Londoners can continue to access public services and to maintain productivity and growth. The priority areas of focus will also aim to limit the urban heat island effect and deliver comfortable public spaces. This will enable Londoners continue to spend time outside, supporting local economic activity.

Context

London's built environment comprises the city's residential, commercial, industrial, civic, and cultural buildings, alongside the public spaces between them that support everyday activity, including living, working and social interaction.

Buildings across London, including homes, schools, workplaces and care settings are at growing risk of overheating as temperatures rise. This can negatively impact health and wellbeing; reduce comfort and productivity; and affect learning and care provision. In the 2022 heatwave, 80 per cent of people reported discomfort in buildings.[7] With people spending over 90 per cent of their time indoors, it is critical that buildings are resilient to warmer weather – to protect occupants, and keep essential services running. People also need safe, cooler places outside. When outdoor spaces become too hot or unsafe, people are less able to travel, exercise, play, socialise or find respite from overheated homes, further exacerbating risks.

"78 per cent of schools [surveyed] reported that overheating has had a significant impact on students' learning, productivity or behaviour, or has interrupted normal school activity in another way."

Climate Resilient Schools Programme[8]

The urban heat island effect makes parts of the city significantly hotter than surrounding areas. This is due to the density of buildings and hard surfaces, which trap heat. London's building stock is varied and complex – ranging from modern new-build to heritage

[7] Khosravi and Scott, A strategy to reduce the risk of overheating in London's homes, 2026
[8] Schools surveyed as part of the Climate Resilient Schools Programme, GLA, 2024

buildings, across all building types. London also has a high proportion of renters who have limited ability to adapt their home.[9] For homes in particular, heat risk can vary based on housing types; and on residents within homes who may be more vulnerable due to health, age, mobility or socio-economic factors.[10] This means that the highest-risk homes are identified through a combination of both vulnerability and exposure to heat. Of all buildings, managing heat risk in homes for the most vulnerable residents is critical to ensure equitable access to comfort, and manage the health and productivity impacts of hot weather.

The Well-Adapted UK report from the Climate Change Committee (the independent advisory group to government) sets clear, costed targets for reducing heat-health impacts. Passive methods for cooling (e.g., external shading) will minimise energy demand and increase resilience; but air conditioning will also be needed for vulnerable settings such as health and care.[11] To reach safe and comfortable temperatures across other settings, there may be cases where air conditioning is needed in combination with passive measures. However, the latter should be prioritised to help ensure residents and building operators that are unable to afford air conditioning are still protected from overheating. This will also ease pressure on electricity networks and lower the risk of power outages when cooling is needed most.

Shading and green infrastructure can make streets and public spaces safer and more comfortable – supporting local economic activity and helping people access essential services during hot weather. Trees and green space not only provide shade; they also reduce street temperatures, which in turn helps lower temperatures in nearby buildings.

Since 2008, the London Plan has required all new buildings seeking planning approval to be designed for heat resilience. The 2016 London Plan adopted an industry-accepted methodology[12] to require all new buildings (domestic and non-domestic) to show they are designed for hot weather.[13] This methodology was subsequently adopted by national government within the 2021 Building Regulations, to manage overheating risk for new homes only.[14] National government also introduced Awaab's Law in 2025.[15] Currently, this protects social-housing residents from mould and condensation; but later in 2026, it will be extended to include excess heat.

[9] Harding, Cottell, Tabbush and Mahmum, Homes fit for Londoners: London's homes today, 17 August 2023
[10] UK Collaborative Centre For Housing Evidence, The heat is on: the growing problem of overheating in domestic homes in England and the need for a national strategy, 2024
[11] Climate Change Committee, A Well-Adapted UK, 20 May 2026
[12] Chartered Institution of Building Services Engineers (CIBSE), TM59 Design methodology for the assessment of overheating risk in homes, May 2017
[13] GLA, The London Plan, March 2021
[14] Ministry of Housing, Communities and Local Government (MHCLG), Overheating: Approved Document O, June 2022
[15] MHCLG, Awaab's Law: Guidance for social landlords - Timeframes for repairs in the social rented sector, updated 27 October 2025

Objectives

- Ensure buildings and public spaces remain comfortable and resilient to high temperatures, protecting health, wellbeing and productivity.
- Address inequalities related to heat risk by prioritising vulnerable homes, communities and essential public services.
- Deliver heat-resilient public-realm spaces through external shading, drinking water, and access to blue and green spaces.

The table below sets out the priority areas of focus for action from our delivery partners. We will work with partners to secure commitments in these areas; scale actions that are already working; improve coordination; and define next steps. In the built environment, likely delivery partners include London boroughs and central government, housing associations, landlords, homeowners, developers, lenders, insurers and the heritage sector.

Priority areas of focus	What will this achieve?
1.1 Retrofitting the highest-risk homes[16] to reduce the risk of indoor overheating – via, for example, shutters, insulation and ventilation, and air conditioning.	Protect the most vulnerable residents from heat risk using passive measures and, where necessary, active cooling systems.
1.2 Retrofitting the highest-risk non-residential buildings[16] that deliver essential public services, e.g., schools.	Lower indoor temperatures that support health and wellbeing; productivity; and the delivery of essential public services.
1.3 Installing outdoor shading structures to reduce temperatures and decrease sun exposure – for example, shade canopies, shade sails and pergolas.	Make it easier for Londoners to spend time outdoors in hot weather – by providing shade in prioritised public places with high footfall; and where people spend extended time outdoors, such as high streets, squares, playgrounds, bus stops and stations.
1.4 Maintaining, raising awareness of and, where possible, expanding public drinking-water points and public toilets.	Accessible, well-maintained water points and public toilets support hydration, sanitation, and the use of cool outdoor spaces during heat events.

[16] High heat risk is a combination of vulnerability to heat and exposure to heat as described in: GLA, Properties Vulnerable to Heat Impacts in London, January 2024

1.5 Ensuring new buildings and major refurbishments are designed for heat resilience.	Deliver heat-resilient buildings to maximise health and comfort for the current and future climate, in a sustainable and cost-effective way.
1.6 Maintaining and protecting heritage buildings from heat-induced damage.	Protect heritage assets from heat-related physical damage; and ensure they remain usable and comfortable for occupants.
1.7 Expanding access to blue spaces.[17]	Increasing urban blue spaces and infrastructure that provide opportunities for residents to cool down, such as swimming and other recreation based around London's waterways.

[17] Blue spaces are defined as rivers, canals, docks, reservoirs, wetlands and ponds.

Business and economy

What will change

The priority areas of focus in this sector aim to drive actions from partners that will help businesses prepare for hot weather; reduce disruption; and improve comfort and productivity for workers. This includes improved support for businesses (especially smaller ones), and stronger heat-resilience planning at large events. Over time, actions from delivery partners in this sector will mean that London's economy will also develop the skills, jobs and finance needed to deliver adaptation to hot weather – helping homes, workplaces and communities become more resilient.

Context

London sits at the heart of the UK economy, contributing just under a quarter of UK GDP and supporting more than 1 million private-sector businesses.[18] It boasts the highest business density in the UK, with 141 businesses per 1,000 resident adults in 2025.[19]

Heat poses an increasing risk to the economy, with productivity losses linked to high temperatures estimated at £577 million each year in the early 2020s.[20] Heat can disrupt infrastructure, reduce productivity and affect employee wellbeing – particularly for outdoor workers, and people working in physically demanding or hot environments. Businesses may also struggle to adapt to hotter temperatures, particularly small and medium-sized businesses with more limited capacity to respond. These risks come alongside wider pressures including rising energy costs and global instability. However, there are also opportunities for businesses that can meet London's growing demand for adaptation solutions and services.

Objectives

- Support London's businesses to protect themselves from disruption due to hotter weather, especially those that are smaller or more exposed to risk.
- Protect the health, safety and productivity of workers in London from higher temperatures.

[18] Office for National Statistics (ONS), Regional economic activity by gross domestic product, UK: 1998 to 2023, 17 April 2025
[19] Department for Business & Trade, Business population estimates for the UK and regions 2025: statistical release, 2 October 2025
[20] Atlantic Council, Hot Cities, Chilled Economies: London, United Kingdom, 2023

- Ensure London has the skills and resources in place to deliver adaptation action at scale.

The table below sets out the priority areas of focus for action from our delivery partners. We will work with partners to secure commitments in these areas; scale actions that are already working; improve coordination; and define next steps. In the business and economy sector, likely delivery partners include London businesses, business networks and programmes, trade bodies, trade unions, training and education delivery bodies and the events sector.

Priority area of focus	**What will this achieve?**
2.1 Supporting businesses to adapt their facilities, working practices and supply chains to heat risk.	Businesses that are more resilient to hot weather, with safer and more productive workplaces.
2.2 Strengthening heat-risk planning for large events and venues.	Safer, better-managed events with reduced heat-related disruption.
2.3 Developing skills and supply chain capacity for a heat-resilient economy.	A skilled workforce and stronger supply chains for delivering heat-adaptation measures at scale.

Emergency preparedness, resilience and response

What will change

The priority areas of focus, set out below, aim to enable London's emergency preparedness, resilience and response functions to manage the more frequent and severe heat events the city will face as our climate changes. Action from delivery partners in this sector will ensure that response is equitable and appropriate to the needs of London's diverse communities.

Context

London has multi-agency partnership arrangements in place to prepare for, respond to, and recover from a wide range of emergencies, including extreme heat. The London Resilience Partnership coordinates the activities of more than 170 organisations across London. These organisations have responsibilities, under the Civil Contingencies Act 2004, for assessing risk; developing plans and frameworks; and communicating with Londoners. In addition, each borough has a resilience forum that carries out these activities locally. In 2024, the London Resilience Unit ran a pan-London scenario, Exercise Helios, to test key agencies' response capabilities; and consider longer-term action needed to prepare for a severe multi-day heatwave.

More frequent and extreme heat events, with associated health risks, wildfires and disruption of infrastructure (as well as other unrelated concurrent incidents), will increase demand and strain on frontline and emergency services, putting Londoners at risk. Frontline staff will also be directly affected – reducing the capacity to respond to incidents, and worsening outcomes for Londoners.

Objectives

- Maintain the resilience of London's emergency response functions during increasingly frequent and intense heat events; and protect emergency responders from heat-related harm.
- Ensure robust partnership coordination and communication during heat incidents.
- Emergency planning and response supports the safety and dignity of marginalised communities.

The table below sets out the priority areas of focus for action from our delivery partners. We will work with partners to secure commitments in these areas; scale actions that are already working; improve coordination; and define next steps. In the emergency preparedness, resilience and response sector, likely delivery partners include London boroughs and central government, emergency services, resilience partnerships, emergency preparedness and resilience leads and community, faith and equalities organisations.

Priority areas of focus	What will this achieve?
3.1 Enhancing community cool spaces and improving links with community-led initiatives.	Increased effectiveness and accessibility of cooling spaces in communities; improvements to essential heat preparedness and response capacity. Increased awareness of heat health risk and capacity to respond. Stronger links between communities and statutory responders on heat preparedness and response.
3.2 Developing a coherent public communication strategy for extreme heat in collaboration with London Resilience partners.	A more coordinated and integrated communications effort during heat incidents, to ensure robust advice and guidance is shared with the appropriate audiences.
3.3 Response partners to consider the impact of heat on their services and users – including on their own capacity to engage in or lead on partnership response arrangements.	Better coordination and clearer leadership roles in times of multiple cascading or concurrent incidents.

3.4 Mitigating risks to emergency responders through existing learning and risk assessment processes – considering changes to uniforms, equipment and processes.	Protect emergency responders from harm due to heat and concurrent cascading impacts.
3.5 Enabling statutory responders to support those already facing systemic inequalities and any compounding risks during heat emergencies.	Ensure response systems are fit for purpose before emergencies occur. This can be done through inclusive and collaborative scenario planning and response design; and building trust with marginalised communities through ongoing engagement. Emergency response better supports the safety and dignity of marginalised communities.
3.6 Enhancing partnership working and support between emergency planners and partners from the voluntary, community and faith sector (VCFS); identifying how the Equalities Impact Assessment (EqIA) process could be used in developing a response to heat emergencies.	Responders can support those with diverse needs during a heat emergency. Insights from the EqIA are integrated into existing systems; and future plans and response. Improved trust between VCFS and statutory responders leads to better outcomes. Improved understanding of risk and more robust community emergency planning for heat risk.

Green space and nature

What will change

Everyone in our city deserves access to green space. These priority areas of focus will help Londoners see more trees, greener streets and cooler public spaces – especially in the areas that face the highest risk in hot weather. Parks, public realm, buildings and transport routes will have plants that can cope with heat, drought and wildfire, and can provide shade. Action from delivery partners in this sector will help ensure that green space is well managed – helping Londoners and nature stay healthy, connected and able to cope.

Context

London has more green space than many other major cities.[21] This includes an extensive network of parks, rivers and waterways, woodlands, street trees, and gardens. Green spaces and trees can provide shade; reduce local air temperatures; and offer cooler places to spend time outdoors. However, access to green space is not equal across the city; its availability, accessibility and quality vary significantly between neighbourhoods.[22,23]

The same spaces that can help protect people from a rise in temperatures, are also vulnerable to it. Higher temperatures, more frequent heatwaves and drought can weaken trees; dry out soil; damage habitats; and increase risks such as wildfire, flash flooding and invasive species. When this happens, green spaces become less effective at absorbing intense rainfall and cooling the city, at the times they are needed most.

London has strong plans and frameworks in place to improve green infrastructure, support nature, and build climate resilience – giving a clear foundation for action.[24,25,26] Despite

[21] GLA London Environment Strategy, May 2018
[22] Groundwork UK, Out of Bounds: Equity in Access to Urban Nature, May 2021
[23] Wildlife and Countryside Link, Mapping access to nature in England, May 2023
[24] GLA, London Urban Forest Partnership
[25] GLA, Local Nature Recovery Strategy
[26] GLA, London Green Infrastructure Framework

this, progress is not consistent across the capital. This means not all communities benefit equally from well-maintained, resilient green and blue spaces. Closing these gaps will become even more important as climate risks increase.

"Having trees around made a big difference – the shaded streets and local parks were a huge relief."

Resident experience during heatwaves[27]

Objectives

- Manage London's green spaces and habitats to increase their resilience to heat and related risks such as drought, wildfire and invasive species.
- Use climate-resilient green infrastructure to cool areas that need it most – prioritising communities at highest risk from heat with the least access to green space.
- Increase tree canopy cover to contribute to the provision of shade and urban cooling, ensuring planting and management choices are climate-resilient.

The table below sets out the priority areas for action from our delivery partners. We will work with partners to secure commitments in these areas; scale actions that are already working; improve coordination; and define next steps. In the green space and nature sector, likely delivery partners include London boroughs and central government, environmental regulators and charities, water and waterways bodies, landowners and land managers, developers, housing providers, contractors and emergency services.

Priority areas of focus	What will this achieve?
4.1 Managing and expanding tree cover and green space in areas of high cooling and shading need; and improving access to London's existing blue-green spaces.	More tree cover and green space in priority areas, providing long-term cooling and shade. Shaded routes, seating and parks that remain usable during high temperatures.
4.2 Ensuring nature and green infrastructure can thrive in future higher temperatures.	Resilient green infrastructure that continues to provide cooling and shade during hot weather; and well-connected habitats that can withstand and recover from heat stress, supporting nature recovery.

[27] Talk London, London Heat Risk Delivery Plan discussion analysis, 2025

4.3 Using greening on and around buildings.	Lower heat exposure and reduced demand for cooling. More attractive roofs and outdoor areas that support physical and mental wellbeing – especially in dense areas with limited green space.
4.4 Improving management of habitats and green spaces to reduce wildfire risk.	Lower risk and impact of wildfires through better, design and management of green spaces. This will help to protect homes, infrastructure and services from fire and smoke disruption during high temperatures.

Health and care

What will change

Efforts from delivery partners across all sectors of Heat Ready London will help reduce the inequitable impacts of high temperatures on our health. The priority areas of focus in this sector specifically aim to protect the health of Londoners, by: bringing the health and care system together to support those at highest risk; embedding heat-risk management into care pathways; and unlocking new funding routes for interventions to reduce indoor overheating risk. These efforts will also help reduce the inequitable impacts on health due to heat; and build the foundations for a climate-resilient healthcare system, including a climate-smart workforce and a more resilient healthcare estate.

Context

Heat poses a significant and growing risk to Londoners physical and mental health. Evidence suggests that Londoners aged 45-65 are at greater risk of a premature death during hot weather than their national counterparts.[28] This underscores the role of urban factors (including the urban heat island effect, housing, employment conditions and health status) in shaping vulnerability.

There is also growing evidence that heat-sensitive health conditions play an important role in increasing vulnerability to heat. Among those at highest risk are people with severe and common mental health conditions; neurological disorders; cardiovascular disease; and diabetes.[29] Many heat-sensitive health conditions are more common in older people; Londoners' vulnerability to heat risk is therefore increased, due to an ageing population.

London's healthcare infrastructure was not designed to operate in sustained high temperatures. The 2022 heatwave triggered the closure of operating theatres; critical IT failures; and a surge in emergency calls that placed healthcare services under severe strain.[30] London also experiences disproportionately higher demand on health services, with an estimated 3,996 heat-related A&E attendances each year – around 1.5 times the

[28] Thompson R, Kovats S, Macintyre H, Hajat S, O'Connell E., BMJ Public Health, Social determinants of heat-related mortality in England: a time-stratified case-crossover study using primary care records, July 2025
[29] Thompson et al., European Journal of Public Health, Individual level risk factors associated with episodes of heat as recorded within primary care records: a time-stratified case-cross over study, October 2024
[30] Grantham Research Institute on Climate Change and the Environment, Turning up the heat: Learning from the summer 2022 heatwaves in England to inform UK policy on extreme heat, February 2024

level seen in other regions.[31] Looking ahead, UK-wide heat-related hospital attendances and admissions could triple by 2050, compared to current levels.[32]

Impacts on vulnerable populations can arise within 24 hours of temperature increases.[33] As such, a proactive approach is needed to prepare people and places ahead of hot weather. This requires an agile response to extreme heat events; and strategic prevention to address the cumulative impacts of more frequent moderately hot days. This recognises that most heat-related deaths occur outside periods of extreme temperature.[34]

"The impacts on vulnerable populations can arise within 24 hours of temperature increases."

UKHSA, 2022

To respond to these challenges, London will need a climate-resilient health and care system. This must be supported by a climate-smart workforce with the skills, capacity and systems in place to anticipate, respond to, and reduce the impacts on health, services and communities – whilst continuing to deliver safe and effective services.

The health and care system in England is complex, bringing together:

- the Department of Health and Social Care (DHSC)
- the National Health Service (NHS)
- the UK Health Security Agency (UKHSA)
- local government (public health, social care)
- the voluntary and community sector.

These organisations work to improve health outcomes; support wellbeing; and reduce avoidable inequalities across populations. Heat-health harms occur across all settings: in 2024, 36 per cent of heat-related mortality in England occurred in hospitals; 38 per cent in care homes; and 27 per cent in personal residences.[35] Responsibilities for preventing

[31] Edge Health and Greencroft Economics, Risks to Health and Health Services from Extreme Heat, 20 May 2026
[32] Edge Health and Greencroft Economics, Risks to Health and Health Services from Extreme Heat, 20 May 2026. This is based on a 2°C global warming level in 2050.
[33] ONS and the UKHSA, Excess mortality during heat-periods, 7 October 2022
[34] Policy Innovation and Evaluation Research Unit, Evaluation of the Heatwave Plan for England, 2019
[35] UKHSA, Heat mortality monitoring report, England: 2024, published 3 April 2025; updated 2 April 2026

harm to vulnerable populations (i.e. those at higher risk of heat-related harms) and reducing health inequalities are shared across the London system.

Building on the UKHSA Adverse Weather and Health Plan[36] (which provides a comprehensive emergency response framework for heat-health), gaps and opportunities for reducing heat-health risks in London were mapped using the World Health Organization Heat-Health Action Plan framework. Priority areas of focus were co-produced with system partners to reflect shared priorities and system constraints.

In the context of ongoing system reform of the healthcare system, and following the 10-Year Health Plan,[37] Heat Ready London prioritises near-term action from delivery partners, while establishing the foundations for medium and long-term action as roles and responsibilities evolve.

Objectives

- Strengthen health and care system heat-risk management to reduce avoidable impacts on health and wellbeing.
- Build the foundations for a more climate-resilient health and care system.
- Develop a climate-smart health and care workforce.
- Ensure health and care services maintain service delivery during hot weather.

The table below sets out the priority areas of focus for action from our system partners. We will work with them to secure commitments to action in these areas; scale actions that are already working; improve coordination; and define next steps. In the health and care sector, likely delivery partners include borough public health, social care, housing and rough sleeping teams, UKHSA, NHS organisations, NHS London, the Office for Health Improvement and Disparities and DHSC and the HEARTH project team.

Priority areas of focus	What will this achieve?
5.1 Establishing a cross-system heat-health partnership to inform decision-making and embed heat-health across clinical, operational and strategic functions.	A partnership approach to managing heat-health risks in London, with effective use of the skills and capacity in the system.

[36] UKHSA. Adverse Weather and Health Plan, published 27 April 2023; updated 22 April 2026
[37] NHS, Fit for the Future: 10 Year Health Plan for England, July 2025

5.2 Identifying approaches to enable oversight, coordination and delivery of heat-health actions within London's existing and emerging governance structures (e.g. the London Health Plan, the Health Improvement Plan, the neighbourhood model, and the Integrated Care Board (ICB) Blueprint).	Heat-risk management is embedded in the emerging health system structures and partnership arrangements.
5.3 Developing and disseminating targeted resources, for the health and care system, on priority actions to support at-risk groups.	A climate-smart workforce, enabled to protect those at highest risk of heat-harm.
5.4 Developing and disseminating tailored guidance, to help frontline staff manage their own heat risk while providing care.	A climate-resilient workforce, enabled to deliver care during high temperatures.
5.5 Embedding heat risk management in routine care through pilot pathways for priority heat-sensitive conditions – including severe mental illness, neurological disorders and diabetes.	A climate-ready health and care system, with systems in place to protect those at highest risk of heat-harm.
5.6 Developing guidance for using the Disability Facilities Grant for housing interventions to reduce indoor overheating.	Pathways to existing sources of funding reflect heat-health risks and vulnerabilities.
5.7 Using learning from care pathways work to inform a system-wide, evidence-based approach to implementing Awaab's Law, including individual risk factors for heat-harm.	A health and care system that is ready for legislative change.
5.8 Identifying options to integrate clinical and public health expertise in risk and vulnerability assessments, including a 'once for London' approach to inform Trust, ICB and borough adaptation plans.	A shared understanding of population heat-health risk to inform adaptation planning.
5.9 Clarifying governance and delivery functions for NHS Green plans at regional, ICB and Trust levels.	Clarity on governance and delivery functions in the new NHS structures.

5.10 Characterising the scale and extent of overheating in London's healthcare estate.	Establish the foundation for heat-resilient healthcare infrastructure. Support recruitment for the HEARTH research project (National Hub on Net Zero, Health and Extreme Heat) to assess overheating in healthcare estates.[38] Use those findings to develop a standardised approach to assessing overheating in healthcare estates. Collate evidence from NHS Emergency Preparedness Resilience and Response Core standards reports to inform an assessment of system heat risks.
5.11 Strengthening outreach and welfare checks for vulnerable groups during heat risk events, including people experiencing rough sleeping by utilising the Hot Weather Rough Sleeping Guidance.	Support vulnerable people in the community.

To support the delivery of these priority areas of focus and build capacity in the health and care system, the GLA Group Health Unit will work with partners to develop a **Heat-Health Toolkit**. This will provide evidence and data to inform local Heat-Health Needs Assessments, Health and Wellbeing Strategies and vulnerability assessments.

[38] HEARTH, National Hub on Net Zero, Health and Extreme Heat

Infrastructure

What will change

London's infrastructure networks underpin the city's economy, as well as people's health, wellbeing and quality of life. The priority areas of focus in this sector will ensure that, during hot weather, London's everyday services will be kept running as safely and reliably as operationally feasible. The priority areas of focus will also mean people are less likely to face cancelled journeys, impacts to water supply, power cuts, loss of phone signal, or missed waste collections.

Context

Hot weather can disrupt London's infrastructure networks, including transport, energy, water, phone and internet, and waste and recycling services. It can do so by damaging engineered assets, and by affecting the health of infrastructure sector workers.[39]

Transport risks include damaged roads and runways; signal, quay and loading equipment failures; and thermal comfort issues for passengers and staff. For example, TfL reported £8.4 million in lost revenue across its operations during the July 2022 heatwave, due to some services being delayed and others closed.[40] The transport sector's dependence on other sectors (such as power, communications and water) can also result in cascading failures. Together, this can lead to longer journey times (due to delays, cancellations and congestion), as well as health, social and economic impacts.

Electricity demand increases when there is greater use of refrigeration and cooling (such as electric fans and air conditioning) during hotter weather. Evidence suggests the UK experienced a 6 per cent rise in energy demand during the 2022 heatwave, representing an extra 120GWh of electricity demand[41], research into London's cooling demand estimates that, under a business-as-usual scenario, London's cooling-energy demand could more than double by 2050.[42] Heat also reduces the efficiency of the system, making it harder to manage this higher demand.[43]

Higher temperatures put strain on waste services by impacting workers and equipment. This leaves streets unclean; and increases the risk of fire, odour, dust and pests.

[39] UK Climate Risk, CCRA4-IA Technical Report – Chapter 6: Infrastructure, 20 May 2026
[40] TfL, Annual Report and Statement of Accounts – 2022/23, 27 September 2023
[41] England et al. (2026) The economic costs of the 2022 heatwaves in London (forthcoming)
[42] Love Design Studio, Cooling Roadmap for London, 2026 *(forthcoming)*
[43] UK Government and CS-NOW, CS-N0W WPG8 Impacts on energy assets from extreme heat and heatwaves, March 2025

There is also an increased risk, with higher temperatures, that electronic components driving critical phone and internet infrastructure will fail.[44] Outages and disruptions have knock-on impacts on emergency communications and transport signalling.

Hotter weather increases demand for water. This can be amplified when drought occurs at the same time – impacting the economy; health and wellbeing; biodiversity and nature; and the ability to manage fire risks. Without further action, Thames Water has estimated that they could face a daily shortfall of over 1 billion litres of water by 2050.[45] Surges in water demand place pressure on water infrastructure, increasing risk of mains bursts and supply outages.

Climate risk (including heat) is known as a key pressure on London's infrastructure. It is a major theme of the London Infrastructure Framework; and must remain considered through strategies and plans, such as the London Plan, local plans and Local Area Energy Planning.

Addressing these infrastructure challenges will require significant and sustained public and private sector investment. This will need to be underpinned by robust data on the costs and benefits of different measures to adapt infrastructure to heat.

Objectives

- Maintain London's essential services (such as transport, power, telecommunications, water and waste management) safely, and as reliably as operationally feasible during hot weather.

- Ensure that resilience to hot weather, and to more frequent and severe heatwaves, is embedded in infrastructure upgrades and future investment planning.

- Help reduce inequalities by ensuring that London's most vulnerable people and communities experience less disruption from infrastructure failures.

The table below sets out the priority areas of focus for action from our delivery partners. We will work with them to secure commitments in these areas; scale actions that are already working; improve coordination; and define next steps. In the infrastructure sector, likely delivery partners include systems such as transport, water, telecommunications, energy and waste, spanning operators, regulators, central government, local authorities, developers, businesses and emergency services.

[44] UK Climate Risk, Telecoms and ICT: Findings from the third UK Climate Change Risk Assessment Evidence Report 2021, 2022
[45] Thames Water, Water Resources Management Plan 2024, October 2024

Priority areas of focus	What will this achieve?
6.1 Improving the transport sector's understanding and management of direct heat-related risks to infrastructure assets and services by, for example, exploring the use of heat-resilient materials and technology.	Make London's transport infrastructure as reliable and safe as operationally feasible in high temperatures.
6.2 Continue ensuring safe working conditions for transport workers, and journeys that are as comfortable as operationally feasible for passengers.	Manage the thermal comfort of passengers and transport sector staff.
6.3 Reducing strain on water and wastewater systems during high temperatures and peak demand.	Avoid water shortages and wastewater system disruptions; and their impact on people, the economy and nature.
6.4 Enhancing phone and internet networks to avoid disruption caused by high temperatures.	Better digital connectivity for Londoners, that is less likely to be disrupted during hot weather. Increased reliability of emergency communications and transport signaling.
6.5 Making electricity and gas networks reliable during hot weather and peak energy demand by, for example, ensuring Local Area Energy Plans are resilient.	Reduced stress on the energy system during hot weather. Infrastructure is upgraded to support demand for cooling, and monitoring of the system.
6.6 Reducing the impacts of hot weather on waste management services, including fire risk.	Reduced risk of fires and public health concerns (including odour and dust) while protecting workers and reliability of service provision during hot weather.

Funding and finance

The nature of the challenge

There are clear benefits from reducing the damage caused by climate change. But adapting London to rising temperatures will demand significant investment in interventions that, at present, attract only a small share of public and private finance. Unlike flooding – an established hazard in the UK – heat is an emerging threat that, historically, the country has not had to deal with. As such, the gap between action required and finance available is large. To deliver the change needed, London must identify routes to pay for upfront costs – including by enabling private investment – alongside funding for ongoing maintenance.

Although the benefits of heat adaptation (such as better health and reduced transport disruptions) are valuable to society, they do not always translate into clear financial savings or returns. However, the cost of inaction is high. Better understanding of who benefits, and how, can help identify appropriate funding and finance routes. Any approach must be both fair and realistic, recognising financial pressures on public bodies, businesses and communities. The costs and benefits of adaptation should be distributed equitably, to ensure those least able to pay are not disproportionately burdened.

The case for investment

The cost of inaction is clear. The 2022 heatwave alone is estimated to have cost London £1.5 billion[46]; these costs will keep rising without accelerated adaptation. Climate change is projected to reduce London's GDP by up to 3 per cent in the 2050s.[47] Investing in heat resilience helps Londoners stay safer, healthier and more productive. It also helps the city's critical systems to work better in hotter weather – reducing disruption to services, education and travel; and keeping public spaces usable in higher temperatures. Cooler homes can improve sleep and productivity – while shade, trees and cool spaces can make streets, parks and public places more accessible as temperatures rise.

Adaptation represents good value for money; but will require significant investment in the near to mid-term. Over a 30 –year period, London's existing parks and green spaces deliver estimated benefits of over £90 billion through recreation, better health and temperature regulation, at a cost of £3.3 billion.[48] Retrofitting the most heat-exposed

[46] England et al. (2026) The economic costs of the 2022 heatwaves in London (forthcoming)
[47] GLA, The London Climate Resilience Review, July 2024
[48] GLA, National Trust and Heritage Lottery Fund, Natural Capital Accounts for Public Green Space in London, October 2017

homes in London could require upfront investment of between £9 billion and £45 billion,[49] depending on the interventions and level of overheating reduced. However, when delivered at scale and alongside planned works, these measures can deliver benefits at between 1.2 and 1.8 times the cost, through fewer deaths; and better health, sleep and productivity. New evidence suggests this figure might be even higher.[50]

Adaptation benefits are shared widely. Londoners gain directly through safer homes and cooler public spaces. The public sector – including the NHS, social care, boroughs and emergency services – benefit when fewer people need urgent support. Employers and businesses benefit when heat causes less disruption to staff, customers and services. Meanwhile, infrastructure operators – including transport and utility companies – benefit from reduced disruption and damage. Understanding what these benefits are, and who they reach, helps identify who should be considered and engaged to develop fair and effective funding and finance approaches. This helps inform where private investment can be leveraged; where public funding is likely needed; and which models are appropriate for delivery at scale. The table below shows the key benefits; who benefits; and the value for money of different measures. This value for money is expressed as the benefits delivered for every £1 spent (for example, a benefit-cost ratio of 5:1 means £5 of benefits for every £1 invested).

Action	Indicative benefit-cost ratio[50]	Outcome	Benefits	Who benefits
Retrofitting buildings, including homes and care homes	1.2 to 11.2:1 depending on the type of building and measures	Cooler homes, vulnerable settings, and other public buildings	Fewer deaths; better health, comfort and sleep; less disruption to care and education; improved productivity; lower energy costs	Residents; homeowners; health and care services; boroughs; staff and service users; emergency services
Greening	5.6 to 27:1	More shade and cooling from trees and parks	Lower temperatures; improved wellbeing, recreation, biodiversity, water management, and commercial activity	Residents; visitors; landowners, developers; boroughs; businesses

[49] See forthcoming Technical Report. A 50 per cent cost saving was added to reflect efficiencies associated with large-scale delivery to bring costs in line with recent analysis. See: Climate Change Committee and Arup, Heat risk and adaptation in the urban built environment, May 2026

[50] See forthcoming Technical Report and Annexes for assessment of value for money and benefit-benefit ratios.

Shade and water provision	Not well evidenced, but expected to be above 1	More shade, water, toilets and places to rest	Safer and inclusive public spaces; better health; fewer deaths; increased productivity and commercial activity	Residents; elderly Londoners; children in parks; outdoor workers; businesses; visitors; boroughs
Cool spaces	Not well evidenced, but expected to be above 1	Better access to cool spaces	Improved health outcomes; reduced pressure on emergency and care services	Londoners; emergency services; boroughs; taxpayers

Routes to funding and financing heat adaptation

A mix of funding and finance models is needed to unlock investment for large-scale delivery. The right model depends on the nature of benefits; who benefits; and if there are financial returns. Adaptation is largely a public benefit with low financial returns, meaning public sector support will remain critical. This is particularly the case for measures with strong health and equity benefits, such as providing water fountains and support for vulnerable groups. For actions such as retrofitting homes and buildings (which creates both public and private benefits), a blend of public and private finance is important. Private funding through local business partnerships, philanthropy and community schemes can help fund or maintain measures, such as shading.

Private funding and finance are also needed to meet the scale of investment required. However, it is unlikely to flow without clear market signals; stronger evidence; clear project pipelines; and well-designed mechanisms. Public funding can help unlock this by:

- reducing risk
- supporting early project development
- creating incentives for private investment, particularly where future savings or benefits can be clearly identified and shared between public and private sectors.

More innovative models – including blended finance, service-based models and outcome-linked finance – could therefore play a larger role over time.

This points to a multi-pronged approach: using public funding and existing programmes now, especially where public benefit is greatest, while building the evidence and pipelines to test innovative models where financial benefits and repayment routes are clearer.

Enabling conditions and next steps

Funding and finance models will only succeed if the right enabling conditions are in place. This will require collaboration across local, regional and central government; businesses; institutional investors; and other financiers and delivery partners.

This will allow adaptation needs to be matched with the right funding routes. Future work should focus on the following:

- **Develop clear, costed pipelines** for priority actions such as green infrastructure, shading, and water provision. This means funders and investors can understand what is needed; where it is needed; likely costs and benefits; who will deliver it; and how it will be maintained.

- **Embed cooling measures into existing programmes**. These include home retrofit programmes; planned maintenance; transport schemes; and regeneration to limit disruption, lower costs, scale delivery and strengthen the investment case.

- **Strengthen evidence and monitoring**, with better data on costs, benefits and effectiveness. This can be supported by pilots for shading, cool hubs and public water provision; and site-specific assessments for priority green infrastructure to identify benefits, beneficiaries, and realistic funding or maintenance contributions.

- **Explore existing and new funding routes**. This includes building partnerships with investors, businesses, utilities and philanthropic funders; and testing appetite for innovative models such as blended finance and endowment funds. This would help identify where private finance could play a role, and where public funding remains essential.

- **Clarify roles and long-term maintenance**, especially where ownership is fragmented or ongoing funding is needed – such as identifying who could support tree planting upkeep.

- **Align policy and delivery capacity**, such as embedding cooling into planning, building standards and funding frameworks, while building skills and supply chains for delivery.

These steps would create a more investable environment for heat adaptation, supporting a shift from identifying the actions needed to delivering them at the scale and pace required.

Next steps

The development of Heat Ready London has been informed by engagement with a wide range of professional stakeholders; and evidence from Londoners on their lived experience of hot weather. Achieving tangible change on heat risk in London will depend on action and investment from delivery partners, across the London system, against the priority areas set out in this document.

The next phase is to work with partners to co-produce the delivery pathways needed over the short, medium and long term. This will help determine the nature, scale and location of delivery, guided by factors such as risk, opportunity and funding availability. This process began in June 2026, with a roundtable of key stakeholders.

Continued engagement with Londoners will also ensure delivery reflects lived experience; and supports fair, effective action across the city.

Governance

A governance and delivery framework is therefore needed to galvanise, coordinate and prioritise effort and investment from across the London system. A robust but lean governance framework will provide clear oversight; and support the development of practical delivery programmes under the priority areas of focus.

The governance approach for implementing Heat Ready London is currently in a co-design phase. While this chapter sets out a proposed model, further engagement with partners is required before structures, roles and commitments are finalised. This approach is therefore intentionally flexible and iterative – reflecting the need to build shared ownership, and ensure it is credible and deliverable.

The GLA's role is to convene, coordinate and provide strategic direction. This will enable effective collective effort across London, unlocking the benefits for all Londoners. Responsibility for delivery will primarily sit with the potential delivery partners listed in this report.

From publication of Heat Ready London to delivery

To ensure this vision translates into action, delivery will follow a structured pathway. This creates a clear route from high-level priorities to funded, deliverable programmes.

A phased approach

Partner alignment and delivery planning will take place in four phases, with some of these activities taking place concurrently, where appropriate.

Phase 1 – Partner alignment and co-design

Phase 1 will focus on engagement with key delivery partners, to shape the governance and delivery model for managing heat risk across London. This will include developing draft terms of reference, testing governance options, clarifying roles and responsibilities, exploring alignment with existing structures and identifying the coordination resource required. The aim is to secure partner buy-in, and agree a clear direction of travel for a London Heat Partnership.

Phase 2 – Governance aligned to delivery

Phase 2 will establish a proportionate governance structure to support delivery. A two-tier model is proposed, comprising a strategic steering group and one or more delivery focused working groups – subject to co-design and alignment with existing arrangements. This structure will provide oversight; maintain momentum; support coordination across sectors; and enable delivery and learning without creating unnecessary burden for partners.

Governance for the health system section of this plan will follow alternative arrangements, with details to be determined. A representative from the existing health partnerships would sit on the Heat Ready London steering group to ensure alignment.

The role of established external sector groups will also be explored as an additional or alternative vehicle for delivery, where they are deemed the best available mechanism. They would tie into the Heat Ready London governance structure.

Phase 3 – Prioritisation and implementation design

Phase 3 will turn Heat Ready London's priority areas of focus into a practical delivery programme. Partners will agree prioritisation criteria; identify an initial set of priority actions; and develop a multi-year roadmap with clear ownership, delivery arrangements, funding routes, risks and measures of success. This phase will also explore how different funding approaches can support delivery and scale.

Phase 4 – Funding and scaling

Phase 4 will focus on aligning funding with the agreed delivery pipeline and mobilising investment to support delivery at scale. The aim is to establish viable funding pathways that can sustain implementation over the longer term.

Resourcing delivery

The GLA will be responsible for convening the Heat Ready London governance structure, providing light-touch oversight of the work and providing a secretariat function.

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