WARMER HOMES LONDON

Warmer Homes London 2026/27 Business Plan Priorities

Helping to make Londoners' homes greener, healthier & more affordable to heat

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WARMER HOMES LONDON

IN PARTNERSHIP WITH
MAYOR OF LONDON

LONDON COUNCILS

Foreword

“Warmer Homes London brings together all tiers of London’s government to address one of the most pressing challenges facing the city: energy inefficient homes and their impact on residents’ health, household costs and the transition to Net Zero.

This plan sets out our priorities for the year ahead, as we move from mobilisation into established delivery and insight.

Over our first year, we have worked closely with our founding partners — the Mayor of London and London Councils — alongside boroughs, housing providers and industry partners, to build the foundations for a coordinated, city-wide approach to retrofit. The launch of the Warm Homes Plan and the first round of devolved funding for retrofit into London highlight the collective ambitions on a national, regional and local level to deliver for London. Heat Ready London similarly evidences the urgent importance of access to comfortable homes year-round.

Building on what we have learnt, our focus for 2026/27 is on creating the conditions for long-term impact: improving delivery consistency and quality, strengthening investment pipelines, and supporting a resilient supply chain that benefits Londoners. Through a continued test-and-learn approach, we will align delivery, data, funding and market development: to move towards area-based retrofit at scale across London.

We are grateful for the continued collaboration of our partners and remain inspired for the year ahead as we work together to deliver greener, healthier and more affordable homes for Londoners.”

Eleanor Purser, **Managing Director**

Our Mobilisation Journey

WHL went operationally live in the **summer 2025**: since that point, we have been working with partners to build the foundations of a joined up retrofit ecosystem in London. One that enables collaborative working, shared insights, and clear evaluation, so that the pathway towards delivering at scale becomes clear.

March 2025

WHL is announced as a joint project between **London Councils** and the **Mayor of London** – London is awarded £**132 million** in funding for London's Social Housing Fund Strategic Partnership (SHF), and London's Local Grant consortium: ensuring London's largest ever retrofit grant funding award, collectively.

July 2025

WHL goes **operationally live** with the launch of our inaugural delivery plan. The strategic vision is laid out on how to build London level intelligence, support better investment planning and enable delivery at scale.

Social Housing Fund grant funding is released to delivery partners from DESNZ in August 2025.

January 2026

WHL's complete **senior leadership** team are appointed. Partners are continually supported as they move towards mobilisation under SHF: Local Grant announces a new contractor model to build resilience in the supply chain.

The launch of the Government's **Warm Homes Plan** lays out the national mandate and opportunities for our work to upgrade Londoners' homes.

May 2026

WHL service development capabilities are mobilised, alongside optimising investment by grant programmes which close their first year of delivery April 26.

Devolved funding for retrofit to London begins with an additional **£58 million** for social housing. The Mayor's new **Home Energy Saving Fund** will be delivered with the support of WHL, boroughs and housing associations.

2026/ 2027

London's devolved funding for retrofit will commence, and we will prepare for an anticipated **single low-income** grant scheme.

The Local Grant team will move into WHL, so London's major retrofit grant programmes are under one roof. The new 6 contractor model will begin for the Local Grant programme.

2025/2026: Key Achievements

WHL closes Year 1 with our core foundations in place: funding secured, delivery infrastructure established, and clearer performance insight.

This positions London to increase the quality and impact of delivery in 2026/27, and help build the infrastructure needed for delivering at scale.

31 boroughs
In the Local Grant borough consortium

Over £30 million
invested in London with around 1,000 homes upgraded across LG, SHF and ECO Flex programmes

26 Partners
In the Social Housing Fund Strategic Partnership

Over £50 million
Coming into London through devolved funding for retrofit, to be jointly governed by London Councils and the Mayor.

£3 million
grant kept in London through the Strategic Partnership

£1.3 million in funding
committed for boroughs to install 8,000 damp and mould sensors to help manage housing assets

Working across London means **better tools, faster**, including:
standard specifications,
resident engagement resources,
better, more accurate property data

Delivery risks being actively managed as a collective, with reprofiling, contingency measures and targeted delivery partner support helping to keep grant money in London

Expanded **data capability** for London that includes shared reporting standards, clearer outcomes around health and energy usage, and better insight into resident experience through a new digital retrofit journey tracking platform

Warm Homes: Social Housing Fund

Our **Warm Homes: Social Housing Fund** Strategic Partnership brings together 26 organisations — 21 London boroughs and 5 housing associations. Together, they are improving the energy efficiency of around 8,000 social homes across London.

The partnership helps delivery partners by offering targeted technical and compliance support, reducing the risk of grant money for London being unspent, addressing delivery problems early, and creating the systems needed to deliver retrofit work on a large scale.

The partnership provides bespoke support, standardised tools and resources, such as common contractual documents, and peer-learning opportunities. This avoids duplication, and helps save time and money when resources in London are already stretched.

In **2025/26**, the focus was on setting up the partnership, putting governance and assurance in place, and creating London-wide transparency around retrofit tools and shared learning. By working collectively, the partnership has helped retain funding that might otherwise have been returned to government.

Some challenges have slowed progress, including long scheme mobilisation and procurement processes, and partner organisational capacity constraints. These issues are being taken into account when planning for **2026/27**.

25/26 Achievements

£3 million
grant funding retained in London through working collectively*

Work started on over 400 homes
From 11 members, with 13 members due to start delivery in 2026/2027*

£220k in-kind technical and delivery support to build partner capability.

'Resident First Retrofit' Toolkit released

Archetyping On 8,000 homes in London begun

*Numbers under DESNZ KPI3 (further detail in Appendix) – completion numbers and grant spend come from member reporting, with full audits/assurances completed by the end of September 2026.

Warm Homes: Local Grant

The **Warm Homes: Local Grant** programme supports low-income owner occupiers and privately rented properties.

Local Grant is delivered in London by the **Greater London Authority** on behalf of a consortium of 31 boroughs. WHL supports with delivery tools, cross grant programme learning and the test, learn and improve capabilities within our Retrofit Strategy and Services team. In Winter 2026, the Local Grant programme will be fully brought into WHL.

In Year 1 we collectively as a consortium delivered 96% of home targets, & spent 87% of grant target, with over 400 households being supported.

A key challenge has been residents withdrawing after applying. We know the length and the complexity of the process can be discouraging. However the impact is wasted resources, and means other vulnerable households can't access this investment.

In **2026/27**, we will focus on improving the resident experience. A new digital platform will make the retrofit process easier to understand and manage. It will give data about drop out points. WHL will work with community organisations to explore if local, peer led support helps better support vulnerable residents to complete.

In Year 2, a new six-contractor model will start, giving the programme a more resilient supply chain. A new Clerk of Works service will begin, to help assure residents and landlords that upgrades have been delivered for their home to required standards and quality.

25/26 Achievements

Over 400 homes
made energy efficient – meaning lower bills, and more comfortable homes.*

96%
of total targets met, and 87% of total grant spent.

Tender issued for a new 6-contractor model for London, to build resilience in the supply chain.

Digital platform procured to help make the retrofit journey more transparent and understandable for residents.

Clerk of Works tender out for 26/27 to quality assure homes delivered under the scheme.

*under DESNZ KPI4 for home delivery (further detail in Appendix)

Our ambitions in 2026/2027

Warmer Homes London's purpose is for more Londoners to benefit from homes that are more comfortable, more resilient to changing extreme weather, and cheaper to run.

We achieve this by acting as a facilitator and partner enabling London to work collectively, helping us to tackle challenges and innovate more effectively. Alongside the ambition to support the delivery of up to 3200 homes* in 2026/27, our deliverables are structured under 6 key outcomes.

Warmer Homes London works to...

- **Enhance the investment case for retrofit**
- **Support a resilient retrofit supply chain**
- **Demonstrate retrofit's impact on health & wellbeing**
- **Enable effective retrofit planning across London**
- **Develop the data-led insights needed to create system change**
- **Increase the quantity and quality of retrofit delivery**

*under DESNZ KPI4 for home delivery (further detail in Appendix)

Key deliverables for 2026/2027

This year's deliverables are designed to help our partners commission, deliver, and evaluate retrofit projects more effectively for residents, while also building the evidence needed for long-term system change. Full deliverables by objectives are in the appendix.

Enhance the investment case for retrofit

- Produce a **prioritised system change roadmap** that sets out short and longer term changes are necessary for successful delivery
- Evaluate **blended grant funding** and **finance pilots**, to inform options to increase capital availability

Support a resilient retrofit supply chain

- Develop a **SME directory** that helps build visibility and makes local procurement easier for partners
- Create more certainty for supply chain through **visible pipelines** and **standardised procurement**

Demonstrate retrofit's impact on health & wellbeing

- Support and evaluate an **overheating resilience** pilot that includes cooling and heating measures
- Integrate **health information** into assessment of delivery outcomes and benefits for residents

Increase the quantity and quality of retrofit delivery

- Roll out **resident first** engagement approaches that target and support vulnerable households
- Mobilise a **6-contractor** delivery model and **Clerk of Works** quality assurance process for Local Grant

Develop the data-led insights needed to create system change

- Relaunch the **Retrofit London practitioners** network to increase capacity and knowledge across the capital
- Develop a delivery informed **insights programme**, that helps address the key challenges raised by delivery partners

Enable effective retrofit planning across London

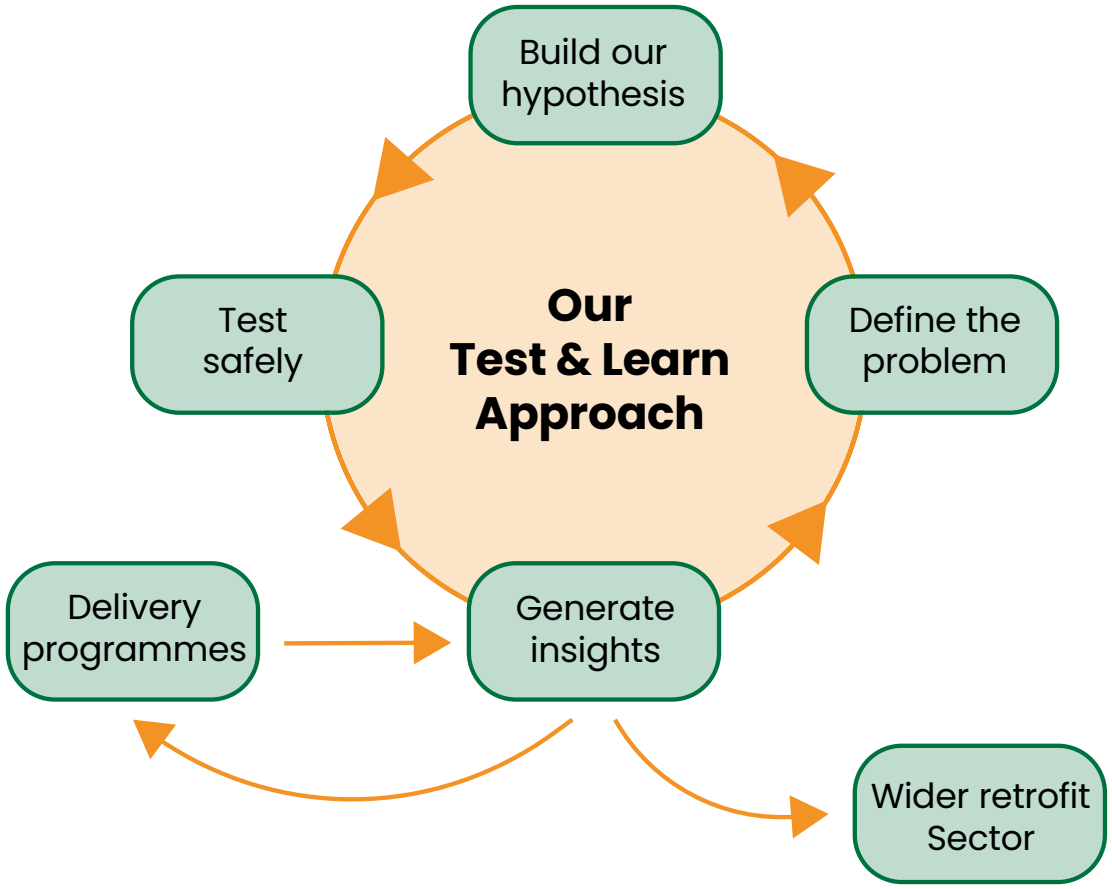
- Apply **property archetypes** across programmes, to make all stages of planning and delivery more predictable
- Deploy **dashboards** that support informed day-to-day delivery decisions and future delivery forecasting.

How we work to scale up retrofit

Managing and supporting the delivery of our two grant programmes creates the opportunity for WHL to develop the **insights** and **services** needed to tackle barriers city-wide and move towards retrofit at scale.

WHL follows a **Test, Learn & Scale** approach to retrofit, helping us to safely shorten feedback loops to accelerate improvements and create the pathways London needs for to delivering more high quality retrofit at scale.

In 2026/27, we're focusing on two key areas through our strategies and services work: **resident first retrofit**, and **data driven** retrofit.



Insights gathered from grant programmes and the sector illustrate how barriers to delivering at scale are impacting delivery in London now.

We build **hypotheses** and potential roadmaps on how products or services provided at a regional level could resolve these.

We **test** those hypotheses with partners through co-design of new services or enhancing replicability of existing good practice at a partner level.

We feed our **learnings** back into our programmes and the wider retrofit ecosystem, to support delivery now and inform the development of future delivery models.

Resident First Retrofit

WHL puts the resident experience at the heart of our work. Every opt-out represents a missed opportunity to support a household in need. To unlock scaled up delivery across neighbourhoods, strong resident engagement must be standard practice across London.

Our hypothesis:

Our hypothesis is that ***if*** retrofit is designed around resident's real needs and lived experiences, ***then*** we can improve the resident journey, build trust and reduce opt-out rates.

Our 26/27 objectives to improve the resident experience:

1. Launch a **digital platform** which helps make the retrofit journey clearer for residents
2. Collaborate with **local community organisations** to support vulnerable residents (including those digitally excluded, or those experiencing health inequalities)
3. Test **proactive support** for residents at key stages of the journey where risks of resident opt-outs are high, based on evidence
4. Build a clear business case for **financial investment** in resident engagement in grant delivery schemes
5. Improve the **Pan-London Resident First Retrofit** toolkit and to embed shared learning around effective engagement approaches

Data Driven Retrofit

Limited data and unclear evidence create difficulties across the sector: outcomes cannot be robustly evaluated, it is difficult to target those most in need, innovation is constrained and delivery costs more than forecast. WHL works with delivery partners and London's governments data specialists including LOTI and the GLA's City Intelligence unit to combine datasets into an integrated retrofit data ecosystem. Together we enable more effective investment planning and delivery, while supporting partners to make insight-led decisions.

Our hypothesis:

Our hypothesis is ***if*** we can improve the quality, integration and usability of retrofit data, ***then*** delivery partners will be better able to evaluate outcomes, validate residents' experience, and prioritise the right properties.

Our 26/27 objectives to embed insight-driven decision making:

1. Develop **property archetypes** that give partners clearer insight into their housing stock, which leads to better targeting, benchmarking and analysis of retrofit impacts on housing types across borough boundaries.

2. Improve **data collection, quality and linkage** across property, evaluation and resident feedback datasets, so that we can clearly evidence outcomes and impacts on areas such as health and temperature.

3. Create data driven **tools** and **insights** to support decision-making across the sector: for example cost benchmarking tools, standard specification documents, shared data dashboards

4. Establish **clear governance**, sharing agreements, and controls for secure and scalable data use, that can be used by partners across London.

5. Build a **shared London data infrastructure** that integrates Social Housing Fund, Local Grant, and future Integrated Settlement programme outputs with other key datasets: to assess impact across outcomes and areas as a whole.

Appendix

Our objectives, governance structure and partners

Enhance the investment case for retrofit

Aim:

Turn evidence and insights from our grant programmes, finance innovation and policy work into a strong case for investment at scale for retrofit across London.

Year 1 Achievements:

- Delivery across SHF and LG has strengthened London's delivery credibility and unlocked additional, more flexible funding.
- Insights gathered from programmes have generated practical learning on what limits scalability, informing a London specific approach for future investment models.
- Improved assurance and reporting confidence provide a stronger evidence base to support system change.

26/27 Deliverables:

- Evaluate finance and funding pilots within our grant programmes to evidence what conditions are required to bring in private/blended finance, and move towards scale.
- Produced a prioritised system-change roadmap, that sets out what changes are essential in the short and longer-term for London and our delivery partners to meet the national challenge moving toward area-based delivery models

Demonstrate retrofit's impact on health

Aim:

Strengthen London's ability to evidence the health and wellbeing benefits of making London's homes energy efficient, particularly for the most vulnerable households.

Year 1 Achievements:

- Working with Public Health experts, established foundations for health-focused evaluation, including temperature and humidity sensor deployment, accessing smart meter data, and integrating resident feedback.
- Developed and initiated an overheating resilience pilot in partnership with Newham Council.

26/27 Deliverables:

- Support and evaluate the overheating resilience pilot, capturing before and after temperatures, comfort and performance data for residents,
- Integrate health relevant information into outcome assessment so there is clear understanding of retrofit investment impacts on Londoner's health and wellbeing from retrofit.

Enable effective retrofit planning across London

Aim:

Establish a unified data backbone for retrofit delivery in London, that enables smarter investment decisions, clearer delivery pipelines, and more consistent planning.

Year 1 Achievements:

- Standardised reporting and dashboards across grant programmes
- Development of tools such as cost information tool that support more effective budgeting/forecasting

26/27 Deliverables:

- Establish WHL's **core data infrastructure,** creating a scalable foundation for future programmes
- Apply property '**archetypes**' across programmes to ensure delivery partners have the accurate property data they need to make all stages of retrofit easier
- Deploy structured property-level data from delivery partners to improve pipeline analysis and performance management
- Create dashboards that support teams to make informed day-to-day decisions and plan future delivery more effectively.

Increase quality & quantity of retrofit delivery

Aim:

Scale retrofit delivery across London and operationalize London's devolved retrofit funding, while maintaining high standards of quality, resident experience and delivery confidence.

Year 1 Achievements:

- Over £30m of investment delivered across SHF and LG, with strong mitigation of grant clawback risk despite delivery pressures.
- Learnings from contractor performance directly informed improvements to delivery models for Year 2.

26/27 Deliverables:

- Deliver the **Local Grant** programme, supporting around 1000 homes by March 2027: improving consistency, resident experience, and mobilising the six-contractor sub-regional delivery model.
- Support **Social Housing Fund** strategic partners through flexible grant management, including reallocation and reprofiling, to maximise number of homes delivered.
- Strengthen quality and resident engagement by deploying a **Clerk of Works** service for independent assurance, and strengthening resident support, particularly for vulnerable households, so more homes can access support.

Support a resilient retrofit supply chain

Aim:

Incentivise the growth of a skilled, resilient retrofit supply chain in London. WHL uses its scale to improve market capacity, performance and long-term value for Londoners.

Year 1 Achievements:

- A more resilient Local grant delivery model was designed to reduce single-supplier risk.
- Procurement learning has already strengthened contract design and performance expectations.

26/27 Deliverables:

- Improving pipeline visibility and standardised procurement through grant programmes, to create certainty for supply chain
- Develop a SME directory that enables visibility for London contractors, installers and suppliers to our Local Grant contractors, and helps SMEs that would not be able to bid directly for grant contracts.

Develop data-led insights for system change

Aim:

Ensure our learning is captured and fed back into scheme planning, programme design and system leadership, accelerating retrofit at scale across London.

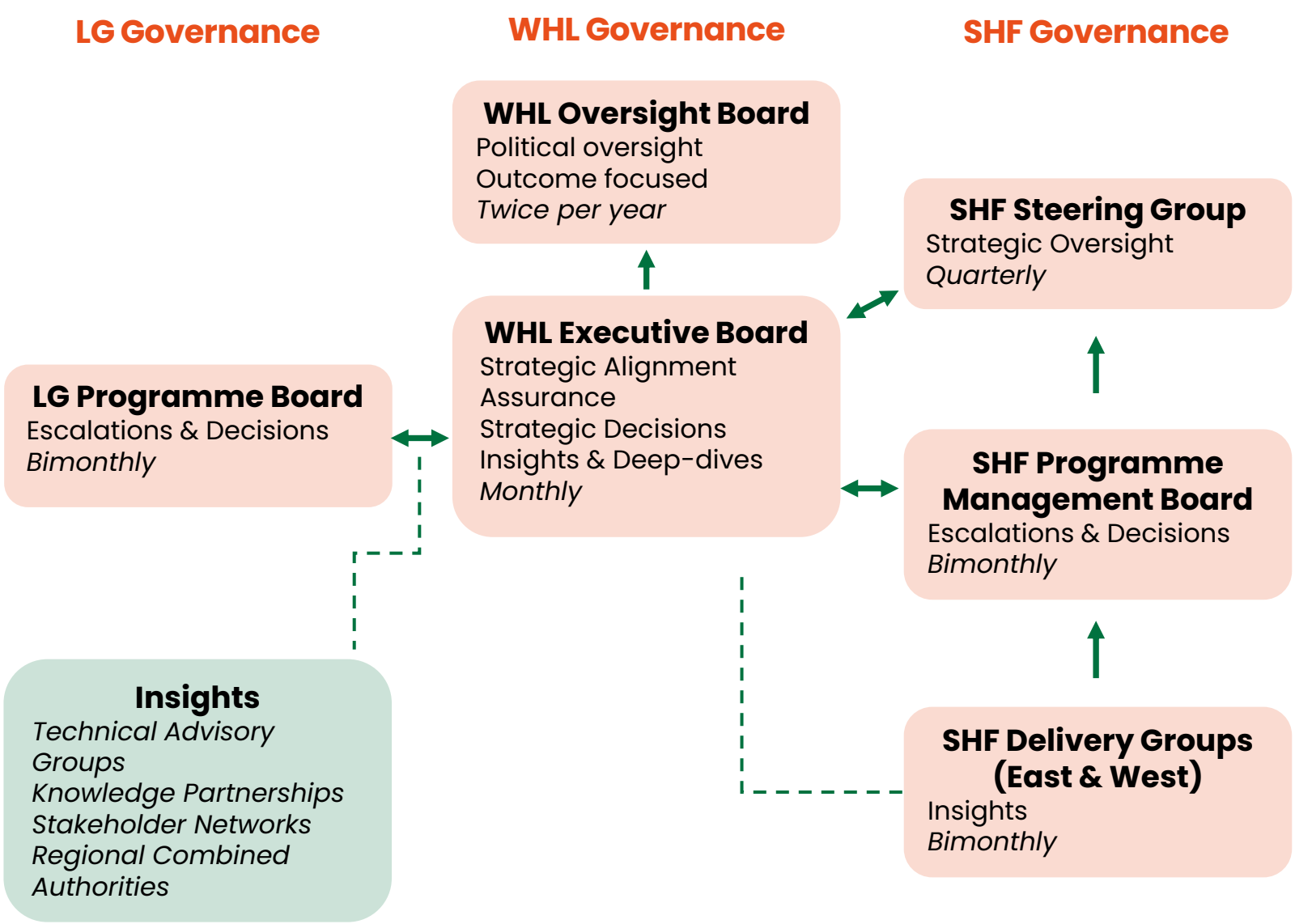
Year 1 Achievements:

- Test and Learn pilots generated clear insight into where constraints sit: such as challenges of inconsistent cost of measures, or understanding points of resident opt-out.
- Year 1 learning on mobilisation timelines and delivery team capacities, have already shaped more effective profiling for Year 2 deliverables and clearer insight on where support or further resources are needed.

26/27 Deliverables:

- Strengthen London's **retrofit evidence base** by convening delivery partners, embedding the Warmer Homes London outcomes framework, and building knowledge partnerships to share insights and best practice.
- Enhance **data, measurement and performance** oversight through consistent benchmarking and continued development of the Social Housing Fund analytics platform.
- Support **sector learning** and **improvement** by relaunching the Retrofit London Practitioner Forum and using evidence and data to target support where it is most needed.

Our Governance Structure



Warmer Homes London's governance framework brings together **strategic oversight, delivery assurance and partner insight**, ensuring decisions are informed by policy priorities and real-world delivery experience. The WHL Board provides political leadership and the Executive Board aligns partners and manages risk

These are complemented by **programme-level governance, technical forums and knowledge partnerships**, ensuring boroughs, housing providers and system partners shape decisions through structured feedback loops.

We continue to work in collaboration with **London networks**, other **regional partnerships** and representative **industry bodies**, to ensure external voices are embedded at all levels of our governance.

Glossary/ Acronyms

Archetype – A way to profile and segment building stock, to provide stronger property level data
BESS – Built Environment Scanning System (A database of building information)
DESNZ – Department of Energy, Security & Net Zero
ECO - The Energy Company Obligation scheme
EPS – Energy Performance Certificate
Integrated Settlement – London's devolved funding
Iot Sensors – Internet of Things/Temperature and humidity sensors, that help detect damp and mould in buildings
LG – Warm Homes: Local Grant programme (intended for low-income owner occupiers and private tenants)
LOTI – London Office for Technology & Innovation
Retrofit – Retrofit is the act of making an existing building energy efficient, as opposed to demolishing and rebuilding
RSS – Retrofit Strategy and Services, a function within WHL
Trustmark – Government-endorsed quality scheme for work carried out in and around the home
SHF – The Warm Homes: Social Housing Fund programme (directed to socially rented homes)
Strategic Partnership – Our Social Housing Fund partnership made up of 26 members, who collectively bid for funding in London to upgrade social housing.
WHL – Warmer Homes London

Delivery KPIs

Warmer Homes London reports using DESNZ's KPI structures on measuring homes delivered – the key metrics we report upon are KPI 3, 4 and 5.

KPI 1
No. of homes identified as suitable for retrofit.

KPI 2
No. of homes ready for installations to start.

KPI 3
No. of homes with installations started.

KPI 4
No. of homes with installations completed.

KPI 5
No. of homes completed, and all measures have been lodged with Trustmark.

Our Delivery Partners

Warmer Homes London, through our two grant programmes, works in active collaboration with boroughs and housing associations across London.

Our Social Housing Fund Strategic Partnership is made up of 26 partners: 21 boroughs, and 5 housing associations. These Housing Associations are:

- Clarion
- Hexagon
- Notting Hill Genesis
- Orbit
- Southern Housing

The Local Grant programme is currently delivered by the GLA, on behalf of 31 boroughs in London. The LG programme team will come into WHL during 2026.

This year, WHL will also be supporting additional grant recipients through integrated settlement enabled programmes, as led by the GLA.

Key

WH:SHF & WH:LG

WH:LG

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