

REQUEST FOR MAYORAL DECISION – MD3382

Title: Delivery Plan – Upgrading London’s Infrastructure

Executive Summary:

The delivery plan for the strategic programme, Upgrading London’s Infrastructure, is presented here for approval by the Mayor, in line with the refreshed delivery and governance processes laid out in Mayoral Decision (MD) 3274.

The core London-level outcomes to which this programme will contribute are: London is a net-zero carbon city; London is resilient to extreme weather and the impacts of climate change; Londoners live in homes they can afford; and stable, long-term economic growth benefits all of London’s communities.

The Upgrading London’s Infrastructure delivery plan describes how the GLA will work across the infrastructure sector and in close collaboration with London local authorities and central government to ensure that London has the energy, water, data infrastructure and digital connectivity in place to achieve the Mayor’s ambitious Net Zero, climate resilience, housing delivery, and economic growth goals.

Decision:

That the Mayor:

1. approves the establishment of the Upgrading London’s Infrastructure programme, with the Assistant Director for Connectivity, Air Quality, Transport and Infrastructure (CAQTI) as the Senior Responsible Owner
2. approves the delivery plan for the Upgrading London’s Infrastructure programme (Appendix 2) including the resources allocated to it which are: £18.9 million revenue funding and £360,000 capital funding over 2025-26 to 2027-28 as set out in the delivery plan
3. delegates authority to the Assistant Director CAQTI to approve the receipt of any additional funding from central government or other sources to expand or extend existing approved projects contained in the Upgrading London’s Infrastructure delivery plan, where the parameters of the project remain the same or similar, and after consulting with legal advisors and the GLA’s Chief Finance Officer and subsequently having secured agreement from the Mayoral Delivery Board
4. where not already covered by a delegation in an existing Mayoral Decision, delegates authority to the Assistant Director CAQTI to approve expenditure funded by decision 2 or 3 above for delivery of the projects listed in paragraphs 1.15 and 1.16
5. approves the expenditure of the remaining £360,000 of the original £500,000 capital budget funding for future phases of the Data for London programme, previously approved by MD2920, to cover the period 2025-26 to 2028-29.

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:

Date: 20/08/25



PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR

Decision required – supporting report

1. Introduction and background

Background

- 1.1. The Greater London Authority (GLA) has been establishing refreshed delivery and governance arrangements over the last few months.
- 1.2. In undertaking these changes, we have:
 - defined a set of London-level, long-term outcomes which reflect Londoners' aspirations for the city and towards which the GLA and the GLA Group are working, in partnership with others
 - agreed a small set of strategic, high-level, programmes which the Mayor will commission the GLA Group to deliver in order that the GLA and the GLA Group make the appropriate contributions towards the London-level outcomes.
- 1.3. [MD3274 'Updates to GLA Governance Documents'](#), published on 13 June 2024, marked the first formal step in implementing new portfolio and governance arrangements and set out approved revisions to the arrangements through which the Mayor exercises and, where appropriate, delegates his powers. It also laid out some changes to the way the GLA's senior leadership works to ensure that the GLA is successful in exercising its strategic role and in securing delivery.
- 1.4. The GLA is now bringing forward for approval delivery plans for the 14 strategic, high-level, programmes which are led by the GLA and involve functional bodies as appropriate. These are numbered 1-14 and set out below, along with delivery plans 15-21, where the relevant GLA Group organisation is taking a leadership role:
 1. Building more homes
 2. Making best use of land
 3. Improving London's housing stock
 4. Reducing inequalities
 5. Accommodation and wider support for those who need it most
 6. Reducing non-residential emissions
 7. Delivering a greener, more climate-resilient London
 8. Cleaning London's air
 9. Supporting Londoners to benefit from growth
 10. Supporting and inspiring young London
 11. Boosting London's growth sectors
 12. Helping local economies to thrive
 13. Upgrading London's infrastructure
 14. Celebrating London
 15. Reducing violence and exploitation

16. Building safer, more confident communities
17. Supporting and overseeing reform of the Metropolitan Police Service
18. Improving the Criminal Justice System and supporting victims
19. Healthy streets
20. Decarbonising transport
21. Providing more effective, accessible and affordable public transport.

- 1.5. The Mayor has been issuing mandates for these proposed programmes to respective Senior Responsible Owners (SROs). Mayoral mandates define what the Mayor wants to see from each of the programmes, including their scope, objectives, and cross-cutting priorities. Programmes and their associated delivery plans have been developed by the proposed programme SROs, working with the relevant Deputy Mayors, Mayoral Directors and others in response to the Mayor's mandates. They have been developed to strike the right balance between setting out plans and retaining flexibility to respond to events and learning, as delivery progresses, recognising that agility is important in the context of a changing landscape.
- 1.6. Delivery plans lay out the London-level outcomes to which each programme contributes. In considering the GLA's specific role in contributing to the London-level outcomes, programme SROs have focussed on the role of the GLA as London's strategic regional authority. This has meant looking carefully at where activities most effectively sit within the London system and how the GLA can work with partners to unlock and drive progress. In some cases that will be through direct delivery or through funding. In others it will be through more indirect mechanisms such as system reconfiguration, coalition formation, technical support or capacity building.
- 1.7. Resource allocations to each programme are based on the allocations contained in the [GLA: Mayor Budget 2025-26](#). Changes required to delivery plans over time will be agreed by the Mayoral Delivery Board (MDB) or the Mayor in line with our revised governance arrangements.
- 1.8. Delivery plans lay out how each programme makes a positive difference to the relevant London-level outcomes. Key programme outputs are also detailed and will be reported quarterly to MDB, which is responsible for monitoring the performance and delivery of each programme's delivery plans.

Overview of the Upgrading London's Infrastructure delivery plan

- 1.9. The Mayoral mandate for the Upgrading London's Infrastructure programme is appended to this Decision form at Appendix 1. The proposed delivery plan is appended at Appendix 2 and presented by the Assistant Director CAQTI, as the proposed SRO, for the Mayor's approval.
- 1.10. By approving the plan, and the resources allocated to it, the Mayor is enabling the GLA, working with partners, to contribute to the core London-level outcomes:
 - London is a net-zero carbon city
 - London is resilient to extreme weather and the impacts of climate change
 - Londoners live in homes they can afford
 - stable, long-term economic growth benefits all of London's communities.
- 1.11. Modernisation of London's infrastructure – across energy, water, digital connectivity and data – is critical to unlocking London's economic growth, productivity and housing delivery, whilst providing important foundations on which many of the other programmes will be delivered. However, these infrastructure networks – some of which were installed hundreds of years ago – now need to change

or be upgraded at an extraordinary pace for London to thrive. London's infrastructure can only meet the needs of the future if there is sufficient investment now in the places that need it most.

1.12. The Upgrading London's Infrastructure delivery plan aims to ensure that London has the energy, water, digital connectivity and data infrastructure in place to achieve the Mayor's ambitious Net Zero, climate resilience, housing delivery, and economic growth goals. It does not cover transport infrastructure directly, although transport investment priorities will be identified in the London Infrastructure Framework, which will be published this year and will provide a roadmap for infrastructure delivery in London. Interactions with transport networks will be considered across all elements of the programme. It has four strands:

- enabling the new infrastructure needed for housing and productivity
- readying London's infrastructure for the future
- reducing disruption caused by infrastructure delivery
- driving data innovation.

1.13. The proposed delivery plan sets out the budget for each project within the programme.

1.14. Projects detailed in the delivery plan fall into one of three categories:

- projects which are already set out in detail in an existing Mayoral Decision or Director Decision
- projects for which this Mayoral Decision seeks Mayoral delegation to the SRO to take expenditure decisions
- projects which will require separate Mayoral Decisions.

1.15. The projects with Mayoral Decisions and other relevant approvals already in place are:

- the GLA unblocking 10,000 homes that were affected by utility connection issues, developing a framework for future-proofing strategic development projects, and developing an overview of London's current and future major electricity demand users – approved under Mayoral Decision (MD) 3080, Director Decision (DD) 2659 and DD2713
- developing Subregional Integrated Water Management Strategies to identify priority catchment areas across London and ensure all relevant boroughs are engaged to undertake water planning – approved under DD2727
- reducing disruption by expanding the Lane Rental Scheme, deploying the 'dig once' approach and developing a new delivery framework to scale SuDS installation through streetworks – approved under DD2699, MD3080 and MD3238
- paving the way for investment in digital connectivity through market and borough engagement (this is the Connected London programme seeking to help London realise the government's target for "all populated areas" in the UK to have standalone 5G coverage and gigabit broadband by 2027) – approved under MD2530, MD2781, and MD3011.

1.16. Projects for which this Mayoral Decision seeks Mayoral delegation to the SRO to take expenditure decisions are:

- policy and regulatory engagement and developing a refreshed London Infrastructure Framework (£694,000 in 2025-26, £692,000 in 2026-27 and £692,000 in 2027-28)
- support whole-systems and area-based approaches to net-zero energy planning and delivery (e.g. local area energy planning, strategic heat networks and facilitating delivery of key net zero technologies) (£2,302,000 in 2025-26, £1,802,000 in 2026-27 and £1,802,000 in 2027-28)

- driving data innovation, which means that key data services will be established and improved, and will be applied in real-world contexts to support Mayoral objectives, and meet the needs of stakeholders (£1,120,000 in 2025-26, £1,620,000 in 2026-27 and £1,620,000 in 2027-28)
- make more of London's busy places well connected with better mobile signal and easier to access public Wi-Fi (£106,000 each year 2025-26 to 2027-28)

1.17. The Assistant Director CAQTI will ensure compliance with the obligations set out in The Openness of Local Government Bodies Regulations 2014 which describe when written records of decisions and their content need to be published. Director Decisions and Assistant Director Decisions will be required where appropriate to meet these transparency requirements, including in instances where GLA funds are paid to external organisations.

Transfers to/from other programmes

- 1.18. Development of this delivery plan has prompted refinements to the published budget. As a consequence, Mayoral approval is sought for budget transfers between Upgrading London's Infrastructure and other programmes, in accordance with GLA governance processes.
- 1.19. Funding for Local Accelerator Energy and Solar Grant projects were included in the Reducing Non-residential emissions programme when the GLA 2025-26 budget was approved in March 2025. It has since been decided it is more appropriate for these projects to be included in the Upgrading London's Infrastructure programmes. This MD seeks Mayoral approval to transfer this funding accordingly.
- 1.20. Funding for the London Datastore programme and staffing allocated for statutory planning was included in the GLA's core budget when the 2025-26 budget was approved in March 2025. It has since been decided it is more appropriate for this activity to be included in the Upgrading London's Infrastructure Programme. This MD seeks Mayoral approval to transfer this funding accordingly. This Mayoral Decision seeks approval to progress with the release of all relevant modules of the Data for London data-sharing platform, and to ensure they are operational and trusted, with relevant datasets in the registry to render it a viable service consistent with the details set out in MD2920. The funding provided in MD2920 has £360,000 unspent; this Mayoral Decision seeks approval for this unspent funding to be used over the period 2025-26 to 2028-29.

Securing additional funding for projects in the delivery plan

- 1.21. Key to meeting the objectives and expected outcomes of the Upgrading London's Infrastructure delivery plan is securing funding to support the delivery of both new and existing projects. This funding may come from central government, but may also come from other sources including agencies, utilities providers, philanthropic funders and the private sector.
- 1.22. Where funding is secured in the future to support the delivery of projects with legacy approvals in place, this decision form seeks approval to agree the receipt of such funding by the GLA without the need for a further Mayoral Decision. This would be for any funding secured to deliver projects that are already approved, and which contribute to the Upgrading London's Infrastructure delivery plan.
- 1.23. Where additional funding from government (or other sources) is secured in the future to expand or extend existing approved projects contained in the Upgrading London's Infrastructure delivery plan, and the parameters remain the same or similar as originally agreed with government (or the relevant body), this decision form seeks approval to delegate to the Assistant Director CAQTI to agree the receipt of such funding after consulting with legal advisors and the GLA's Chief Finance Officer and subsequently having secured agreement from the MDB. For the purposes of considering whether the parameters are similar as originally agreed with government (or the relevant body), the Assistant Director CAQTI will have regard to whether the outcomes to be delivered have changed significantly or there is a significant change in attendant risks of the original scheme. If the outcomes to be delivered have changed significantly or there is a significant change in attendant risks, or the decision is viewed as novel, contentious or repercussive, a Mayoral Decision will be required.

- 1.24. Any decisions to accept additional funding will need to comply with the obligations set out in The Openness of Local Government Bodies Regulations 2014 as highlighted in paragraph 1.17 above. Any decisions to accept additional funding that do not require a formal decision form must be documented via a Record in Writing, as defined in MD3274 'Updates to GLA Governance Documents', signed in June 2024, and will be reported publicly quarterly.
- 1.25. Some of the Mayor's infrastructure priorities will be delivered and managed by Transport for London (TfL) under mandates 19-21, and their associated delivery plans:
- Healthy streets
 - Providing more effective, accessible and affordable public transport
 - Decarbonising transport.
- 1.26. The budget for ensuring delivery of these mandates is largely the responsibility of TfL and as such will be managed through TfL's existing decision making and governance processes under these delivery plans. However, budget is required within the GLA to support those functions associated with these delivery plans (as well as the Upgrading London's Infrastructure delivery plan) which cannot be carried out by TfL. This includes budget of £3.484 million revenue funding for staffing to support the GLA's role in delivering the TfL-managed delivery plans and wider transport activity; and £4.8 million revenue funding for the provision of the road user charging appeals service, a statutory function of the GLA which is reimbursed by TfL.

2. Objectives and expected outcomes

- 2.1. The delivery plan for Upgrading London's Infrastructure describes how the GLA will work across the infrastructure sector and in close collaboration with London local authorities and central government to ensure that London has the energy, water, data infrastructure and digital connectivity in place to achieve the Mayor's ambitious Net Zero, climate resilience, housing delivery, and economic growth goals.
- 2.2. The objectives and expected outcomes of the programme are set out in the Upgrading London's Infrastructure delivery plan which is appended at Appendix 2.
- 2.3. The core London-level outcomes to which this programme will contribute are: London is a net-zero carbon city; London is resilient to extreme weather and the impacts of climate change; Londoners live in homes they can afford; and stable, long-term economic growth benefits all of London's communities.
- 2.4. The Upgrading London's Infrastructure programme will also make a substantive contribution to the London-level outcomes: Londoners are breathing clean air; and London is a world-leading global city.

3. Equality comments

- 3.1. Under section 149 of the Equality Act 2010, the Mayor and GLA must comply with the public sector equality duty (PSED) and must have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Equality Act
 - advance equality of opportunity between people who share a relevant protected characteristic and those who do not
 - foster good relations between people who share a relevant protected characteristic and those who do not.

- 3.2. The 'protected characteristics' are: age, disability, gender re-assignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.
- 3.3. Consideration of the PSED is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken, to ensure that equalities impacts are kept under ongoing review.
- 3.4. The Upgrading London's Infrastructure delivery plan helps achieve a number of the Mayor's statutory equality objectives, and progress on delivery of these objectives is reported on each year in the Mayor's Annual Equality Report.
- 3.5. In line with the Mayor's ambitions, this delivery plan aims to improve all Londoners' access to essential services and housing. Reducing disruption on the road network through Upgrading London's Infrastructure delivery plan will create benefits such as reduced noise and air pollution, which can have a disproportionate impact on neighbourhoods with vulnerable residents. Increasingly, we are seeing that streetworks collaborations produce a positive impact for a diverse group of beneficiaries, including residents and businesses.
- 3.6. Infrastructure and development works often reduces the accessibility of roads and the public realm, having a negative impact on several groups with protected characteristics. The dig-once approach aims to minimise impacts upon these groups and to ensure their needs are considered wherever possible at an early stage of project planning. Reducing the duration of streetworks will also help improve accessibility across London. The dig-once approach looks to reinstate roads in a better condition than before, with healthy streets interventions that improve the quality of London's public realm to ensure it caters to the needs of all Londoners, but particularly those with protected characteristics for whom navigating roads is otherwise a challenge.
- 3.7. Marginalised communities, and groups with protected characteristics, are often disproportionately affected by climate change risks such as flooding and water scarcity, and they are also often disproportionately impacted by a lack of access to blue and green spaces. The water planning work will support Londoners to adapt and be more resilient to the growing issues of water scarcity, and poor water quality, in the face of climate change. It will identify areas currently prone to floods or at future risk of flooding, and ways to increase community resilience.
- 3.8. A key focus of the Local Area Energy Planning (LAEP) work includes considering the impacts of the energy transition on diverse groups of Londoners. The GLA is engaging with Londoners directly through GLA engagement platforms, such as Talk London, to inform planning activities, capture key demographic data and understand variations in attitudes. The GLA is also using wider datasets such as socioeconomic data to consider the impacts of net zero on fuel-poor and marginalised groups. Through the proposed area-based approaches workstream to implement LAEP recommendations, the GLA will work with boroughs to engage with communities directly.
- 3.9. The Data for London programme sets out to promote equitable and ethical data analysis, visualisation, and reporting. Biases in data collection, processing, analysis, or visualisation are well-documented and can result in policy and operational decisions being unrepresentative of Londoners. The GLA will set clear guidelines, processes, training, and engagement, and make sure that Londoners' voices are represented when data projects are scoped and delivered. Moreover, the data infrastructure built by Data for London will have an emphasis on governing data well, particularly around legal, ethical, and purposeful data sharing. Digital products delivered by the GLA are regularly tested and audited for compliance with accessibility standards.
- 3.10. Reducing digital exclusion and improving Londoners' access to digital connectivity infrastructure is a foundational step in supporting London's communities; improving access to services; and narrowing social, economic and health inequalities. Other important factors include older age; disabilities; learning difficulties; ethnic origin; location; culture and language; and low income. Research suggests that digital-inclusion initiatives are highly effective, supporting people across multiple aspects of their

lives, including access to essential public and commercial services; employment; education; financial resilience; and reduced isolation. The rationale for public intervention in this area is predominantly one of social equity: the Mayor believes that all Londoners should have equal access to the opportunities and services that are available online. For example, access to lower energy and food prices is vital for digitally excluded households living in poverty. Helping people to get online and access more services means more consumers will have better price information (e.g. via price comparison websites) and access to online-exclusive deals, thereby helping to create a more competitive and efficient market.

- 3.11. The build of the Data for London Library and future phases of the platform will consider equalities considerations, including undertaking a full EqIA where appropriate. In addition to the formal approvals process, the platform will be delivered with regular accessibility audits built-in, ensuring the digital service is compliant with accessibility standards.

4. Other considerations

Risks and issues

- 4.1. The following programme-level risks to the delivery of the Upgrading London's Infrastructure programme have been identified:

RISKS	MITIGATIONS
<p>Financial and Investment – infrastructure providers encounter financial difficulties or instances of insolvency, and there is insufficient investment across the infrastructure sector.</p> <p>This would pose a risk to the required upgrades to existing networks, as well as the delivery of new assets required.</p> <p>Examples include: heat networks, utilities' regulated capital delivery programmes, connectivity networks, data and artificial intelligence, amongst others.</p>	<p>Paving the way for private investment through engaging with industry and addressing barriers to delivery. Advising and influencing government and regulators for new funding schemes, including devolved funding settlements, to support provision of new infrastructure, such as heat networks. Advising government on funding for London as part of Project Gigabit. Working with government to ensure local needs are included in policy development around the national data library and AI opportunities action plan.</p>
<p>Legislation – lack of, or delays to, key national legislation results in key sectoral interventions not being brought forward in an accelerated manner.</p> <p>Examples include: heat network zoning and the Data (Use and Access) Bill.</p>	<p>Working closely with government to maximise opportunities created with new legislation. Close partnership working with the Information Governance Group for London, ensuring all legal gateways for data sharing are used to maximum effect.</p>
<p>Resourcing and Skills – a complex network of stakeholders requires coordination to deliver and maintain London's infrastructure.</p> <p>There is a risk that key partners do not hold sufficient capacity to progress joint pieces of work. Similarly, there may be a shortage of key areas of expertise required to deliver critical infrastructure.</p>	<p>Convening stakeholders and advocating industry for the right skills base, as well as continued support of the London Office for Technology and Innovation, building data and tech skills across London public sector. Investing in in-house sector-specific technical skills who can scope, specify, and interrogate effectively third-party suppliers at the point of tender, contract management, and delivery. Providing targeted support to boroughs, bringing in expertise from partners where necessary, such as the</p>

RISKS	MITIGATIONS
Examples include: London boroughs, green skills and industry professionals.	London Infrastructure Group, Infrastructure Advisory Panel, Catapult network and the Data for London Advisory Board.

- 4.2. The Assistant Director CAQTI as the SRO for the programme will be responsible for implementing and overseeing a risk framework for the programme. Project risks and mitigations will be managed as currently at the project level and reported periodically to the Programme Board. The Programme Board will also review the above programme-level risks and mitigations, reporting to the Mayoral Delivery Board alongside progress against programme objectives as part of the GLA's quarterly reporting regime.

Links to Mayoral strategies and priorities

- 4.3. The programmes outlined in this decision support the following Mayoral strategies:
- London Housing Strategy, which sets out the Mayor's plans to tackle the capital's housing crisis and his vision to provide all Londoners with a good quality home they can afford.
 - London Growth Plan, a blueprint for turbocharging productivity in the capital with its 10-year ambition for growth, developed by the Mayor and London Councils. The London Growth Plan commits to publishing an updated London Infrastructure Framework and setting a City Innovation Strategy.
 - London Environment Strategy, which brings together the Mayor's approaches to air quality, green infrastructure, climate change mitigation and energy, waste, adaptation to climate change, ambient noise and low carbon circular economy, and the Mayor's target for London to be net zero carbon by 2030.
 - London Plan, the Mayor's Spatial Development Strategy for London. The next London Plan will help developers and infrastructure providers make the best possible use of land by encouraging the use of utilities master planning, developing innovative approaches to co-location of assets and preventing costly retrofitting.

Consultations

- 4.4. For projects which already have a formal decision form in place, the consultation undertaken for these projects is set out in the relevant decision forms.
- 4.5. The level and timing of consultation will vary for those projects not requiring a subsequent formal decision form. This will be a mixture of informal consultation with key stakeholders, as well as formal consultation.
- 4.6. Where further Mayoral Decision forms will be required to progress the projects in the Upgrading London's Infrastructure delivery plan, consultation will be undertaken where appropriate; this will be shaped through engagement with relevant stakeholders such as delivery partners, community stakeholders and advisory groups.
- 4.7. There are no conflicts of interest arising from those involved in the drafting and clearance of this decision form. As and when individual conflicts of interest arise during the delivery of initiatives contained in the Upgrading London's Infrastructure delivery plan, they will be handled in line with the GLA policy on registering and declaring interests.

5. Financial comments

- 5.1 The programme budget is set out in the delivery plan and summarised in the table below:

	Revenue (£000)			Capital (£000)		
	2025-26	2026-27	2027-28	2025-26	2026-27	2027-28
1. Enabling the new infrastructure needed for housing and productivity	1,161	1,159	1,159	-	-	-
2. Readyng London's infrastructure for the future	3,267	2,767	2,767	-	-	-
3. Reducing disruption caused by infrastructure delivery	1,107	577	577	-	-	-
4. Driving data innovation	1,120	1,620	1,620	150	150	60
Total	6,655	6,123	6,123	150	150	60

5.2 The budget allocated to this delivery plan is presented in the GLA: Mayor budget 2025-26 approved on 31 March 2025 under MD3330 as below:

Upgrading London's infrastructure approved budget	Revenue (£000s)			Capital (£000s)		
	2025-26	2026-27	2027-28	2025-26	2026-27	2027-28
	4,813	4,281	4,281	0	0	0
Approved budget	4,813	4,281	4,281	0	0	0

5.3 Budget will be transferred to this programme's delivery plan from other programmes' delivery plans in accordance with our governance processes, subject to Mayoral approval of this decision, as follows:

	Revenue (£000s)			Capital (£000s)		
	2025-26	2026-27	2027-28	2025-26	2026-27	2027-28
Transfer from other service delivery plans						
Reducing non-residential emissions	1,775	1,775	1,775			
Core	67	67	67	150	150	60
Total transferring	1,842	1,842	1,842	150	150	60

5.4 The budget set out in paragraph 5.1 reflects the net effect of these budget transfers.

5.5 The Data for London project includes rebuilding the London Datastore. This work is supported by a £500,000 capital fund approved as part of MD2920 in 2021-22 until 2024-25. Work has continued with the first section of the new platform to be launched shortly. However, due to supplier challenges, the historic MD2920 was not fully spent, and funds returned to reserves. This MD is reconfirming the required funds agreed via MD2920 and drawing down the remaining £360,000 from the Capital Programme reserve to complete this work.

5.6 Any budget commitments for future years are subject to the annual budget setting process.

5.7 Any future transfers and movements within the budget for this delivery plan, or between this and other delivery plans, will be handled in accordance with the GLAs governance processes. All appropriate budget adjustments will be made.

6. Legal comments

6.1. Under section 30(1) of the Greater London Authority Act 1999 (the GLA Act), the Mayor acting on behalf of the GLA has the power to do anything that he considers will further any one or more of the GLA's principal purposes, which are:

- promoting economic development and wealth creation in Greater London
- promoting social development in Greater London
- promoting the improvement of the environment in Greater London.

- 6.2. In deciding whether or how to exercise the general powers in section 30(1), section 30 (4) of the GLA Act requires the GLA to have regard to the effect which the proposed exercise of the power would have on:
- the health of persons in Greater London
 - health inequalities between persons living in Greater London
 - the achievement of sustainable development in the UK
 - climate change, and the consequences of climate change.
- 6.3. Where the GLA exercises the power under section 30(1), pursuant to section 30(5) it must do so in the way which it considers best calculated to:
- promote improvements in the health of persons in Greater London
 - promote the reduction of health inequalities between persons living in Greater London
 - contribute towards the achievement of sustainable development in the United Kingdom
 - contribute towards the mitigation of, or adaptation to, climate change, in the United Kingdom.
- 6.4. The GLA must also make arrangements with a view to securing that in the exercise of the power in section 30(1) there is due regard to the principle that there should be equality of opportunity for all people in accordance with section 33 of the GLA Act and consult with such bodies or persons as the GLA may consider appropriate in this particular case in accordance with section 32 of the GLA Act.
- 6.5. Under section 34 of the GLA Act, the GLA, acting by the Mayor, the Assembly, or both jointly, may do anything that is calculated to facilitate, or is conducive or incidental to, the exercise of any functions of the GLA exercisable by the Mayor; or, as the case may be, by the Assembly, or by both acting jointly. The foregoing sections of this report indicate that the decisions requested of the Mayor concern the exercise of the GLA's powers under section 30 and section 34 of the GLA Act.
- 6.6. Under section 38 of the GLA Act, any function exercisable by the Mayor on behalf of the GLA may also be exercised by a member of the GLA's staff – albeit subject to any conditions that the Mayor sees fit to impose. To this end, the Mayor may make the requested delegations to the Assistant Director CAQTI, subject to the conditions and requirements set out in this Mayoral Decision.
- 6.7. Section 31 of the GLA Act places limits on the general power and prohibits the GLA from incurring expenditure on anything which may be done by TfL, MOPAC or the LFC.
- 6.8. In taking the decisions requested of him, the Mayor must have due regard to the Public Sector Equality Duty (PSED) contained in section 149 of the Equality Act 2010. To this end, the Mayor should have particular regard to section three (above) of this report.
- 6.9. If the Mayor makes the decisions sought, officers must also ensure that:
- no reliance is placed on, nor commitments made in reliance of:
 - third party funding until legally binding commitments are secured for it and officers are satisfied that their proposed use of the same aligns with any conditions of award
 - future budgets remaining subject to the outcome of the budget setting process for future financial years, until those budget setting exercises are completed
 - "returned funding" without confirmation that it can be used as proposed and, where applicable, liaising with third party funders and varying current GLA funding agreements to reflect the reallocation of funding

- where applicable, the Subsidy Control Act 2022 are met
- where expenditure concerns:
 - purchase of services: they are procured in accordance with the GLA's Contracts and Funding Code (the "Code") and where applicable the Procurement Act 2023 (the "Act"); officers liaise with Transport for London's procurement and supply chain team, which will determine the detail of the procurement strategy to be adopted in accordance with the Code and the Act; and put in place appropriate contractual documentation and ensure it is executed by the chosen service provider and GLA before the commencement of those services
 - the award of grant funding such awards are made fairly, transparently, in accordance with the GLA's equalities requirements and with the requirements of GLA's Contracts and Funding Code and funding agreements are put in place between and executed by the GLA and recipients before any commitment to fund is made.

6.10. If the Mayor makes the decisions sought, the Assistant Director CAQTI must comply with the obligations set out in The Openness of Local Government Bodies Regulations 2014 when taking decisions in accordance with the delegations set out in this decision form or any other delegations in existing Mayoral Decisions. In particular regulation 7 which provides that where a decision has been delegated to an officer either (a) under a specific express authorisation or (b) under a general authorisation and the effect of the decision is to award a contract or incur expenditure which, in either case, materially affects the GLA's financial position, the officer to whom the delegation has been made must produce a written record of the decision (regulation 7(1) and (2)). Regulation 7(3) provides that the written record must be produced as soon as reasonably practicable after the decision has been taken and must contain the date the decision was taken, a record of the decision taken with reasons, details of options considered and rejected, if any, and where a decision is delegated under a specific express authorisation, any conflicts of interest. Regulation 8 requires the written record, together with any background papers, must as soon as reasonably practicable after the record is made, be made available for inspection by members of the public including on the GLA's website.

7. Planned delivery approach and next steps

7.1. Timelines are as set out in the delivery plan appended as Appendix 2.

Appendices and supporting papers:

Appendix 1 – Upgrading London's Infrastructure mandate

Appendix 2 – Upgrading London's Infrastructure delivery plan

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after it has been approved or on the defer date.

Part 1 - Deferral

Is the publication of Part 1 of this approval to be deferred? NO

Until what date: (a date is required if deferring)

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Helen Huemer-Markides has drafted this report in accordance with GLA procedures and confirms the following:

✓

Sponsoring Director:

Philip Graham has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

Mayoral Adviser:

Jules Pipe has been consulted about the proposal and agrees the recommendations.

✓

Advice:

The Finance and Legal teams have commented on this proposal.

✓

Mayoral Delivery Board

This decision was agreed by the Mayoral Delivery Board on 2 June 2025.

CHIEF FINANCE OFFICER:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature



Date

22 July 2025

CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor

Signature



Date

8 July 2025