<center>**Mayoral Mandate**

Upgrading London's Infrastructure</center>

Introduction

As Mayor of London, I am determined to ensure that our city benefits from the modern, efficient and resilient infrastructure needed to improve economic growth, housing delivery and the quality of life of Londoners, and that our infrastructure networks respond effectively to the climate crisis. This is a key part of our work to build a fairer, safer and greener London for everyone.

London's infrastructure networks – including energy, water and connectivity – are critical to our economy and society, but the scale of investment needed to support decarbonisation and resilience, to respond to new sources of demand and to extend digital connectivity is huge. Action is needed to accelerate rollout, to reduce barriers to delivery and to manage any negative impacts on Londoners.

In addition, we need to recognise that London's public data is increasingly important – and it's vital that we strengthen its accessibility, reliability and security.

This mandate commissions my City Hall team to define how the GLA and organisations across the GLA Group, working closely in partnership with others, can achieve these goals.

Important interactions with other mandates should be with: *Building More Homes* (ensuring that utility connections do not act as a barrier)*; Reducing Non-Residential Emissions* (reducing emissions from London's commercial and public estate); *Delivering a Greener, More Resilient London* (adapting to the climate crisis and facilitating the delivery of green infrastructure); *Boosting London's Growth Sectors* (expanding digital networks and promoting data innovation); and *Making Best Use of Land* (the London Plan). I expect to see these connections come through this programme's delivery plan.

Strategic objectives

The GLA has defined a number of London-level, long-term outcomes which reflect Londoners' aspirations for the city and to which the GLA, in partnership with others, is working towards. The core outcomes to which this programme should 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; stable, long-term economic growth benefits all of London's communities.

The delivery plan for this programme should focus primarily on energy (including heat networks), water and digital connectivity infrastructure, alongside the delivery of new technologies like data centres and EV charging points. This delivery needs to complement the work requested in the *Building More Homes* mandate. Transport infrastructure will be addressed elsewhere, except for specific interactions with this mandate, such as street works. Data services are included as a form of infrastructure in its own right.

Programme approaches and priorities

The delivery plan for this programme should focus on five key areas of activity:

Enabling the new infrastructure needed for housing and improved productivity: We should prioritise interventions that will ensure new residential and commercial developments can access the utility connections they need. This may include supporting developers and engaging regulators and utility companies, including around new or increasing sources of

demand. We should work to improve the quality of London's digital network and accelerate roll out, including fibre, mobile signal and Wi-Fi coverage.

Readying London's infrastructure for the future: We should ensure that our net-zero and resilience commitments are translated into on-the-ground action, and that capacity is available to support the future demands of London's economy and society.

Reducing disruption caused by infrastructure delivery: We should seek to minimise the road congestion (and associated impacts on the economy and communities) caused by infrastructure repairs and upgrades. This should include considering how the existing lane rental scheme could be extended to borough roads (to be led by TfL). In addition, we should prioritise improving London's resilience and public realm through street works activity.

Driving data innovation: The GLA should unlock innovation by making London datasets easier to find, use and share and should work with partners to develop new data services to benefit Londoners. We should encourage the innovative use of data to help solve London's problems.

Enhancing capability and networks (foundational): The GLA should continue to develop and maintain a set of digital and analytical capabilities the support London's sustainable development (tools, services and datasets).

Contribution to cross-cutting priorities

The programme should identify where it can make a substantive positive contribution to the areas identified as cross-cutting priorities for the GLA. I expect that the key areas of focus for this programme will be around:

- Addressing structural inequalities – planning projects collaboratively with underserved communities to secure investment in infrastructure and new services that reflect their needs and ensure equal access for all

- Net-zero – supporting climate action and using data and digital services to monitor and reduce emissions
- A resilient city – strengthening the climate resilience of London's infrastructure networks, including by delivering sustainable drainage systems (SuDS) through street works.

Resources

Recognising the significant current fiscal challenges both in London and at national level, I expect the delivery plan to demonstrate what can be achieved within the current level of funding. While much of the funding for the programme is formally time limited, I recognise that these are long-standing arrangements. The plan should therefore assume that core GLA and external funding continues at broadly current levels from 2025-26. In addition, the plan should set out how resources might be most effectively redeployed as flexibility becomes available over the course of this Mayoral term, and any interventions aimed at securing additional funding to support delivery.

Should significant further funds be allocated to this programme (whether from core GLA or external sources), the delivery plan should be updated to reflect this.

Senior Responsible Owner

I expect the Assistant Director, Transport, Infrastructure and Connectivity, to be the Senior Responsible Owner of this programme, with my Deputy Mayors for Planning, Regeneration and the Fire Service, and Environment and Energy to provide ongoing oversight and political direction, along with other colleagues from my office, on my behalf.

Next steps

I expect the Mayoral Delivery Board to recommend a delivery plan for this programme to me in line with our governance and oversight arrangements.

January 2025