UPGRADING LONDON'S INFRASTRUCTURE – DELIVERY PLAN

Introduction

The GLA has defined a number of London-level, long-term outcomes which reflect Londoners' aspirations for the city and towards which the GLA, in partnership with others, is working. The Mayoral mandate for this programme makes it clear that the London-level outcomes to which this programme should contribute to 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 London level outcomes will be measured by:

London is a net zero carbon city	• Greenhouse gas emissions (MtCO2e) in London
London is resilient to extreme weather and the impacts of climate change	• Excess deaths during periods of heat • Number of days in emergency measures (Drought level 3 and above) • Number of properties flooded in London per year
Londoners live in homes they can afford	• Percentage of London adults who say they have not been able to meet their housing payments over the last six months (or who have struggled to do so) • Number of homeless households in temporary accommodation (arranged by London borough councils)
Stable, long-term economic Growth benefits all of London's communities	• Real annual GVA growth rate (percentage) • GVA per hour worked (£/hr) • 90:10 ratio of household income inequality (after housing costs)

The mandate also makes it clear that this programme should make a substantive contribution to a wider set of London-level outcomes: Londoners are breathing clean air; and London is a world-leading global city.

Setting out the scale of the challenge

London's aging infrastructure requires substantial investment and modernisation so it can meet the Mayor's ambitious economic growth, housing delivery, net zero and climate resilience goals. Upgrades are required at unprecedented levels and at pace across all infrastructure sectors – energy, water, data infrastructure and digital connectivity.

Where enabling infrastructure is not brought forward in time, housing delivery – recognising the government's housing need figure for London of 88,000 new homes per year – is being slowed down, with energy supply having become a critical issue in parts of west London.

Upgrading London's existing energy system (including by generating more energy locally) will be key to achieving net zero, which will require around 460,000 heat network connections and two million heat pumps being operational by 2030. We must also address issues such as flood risk and drought, including relieving constrained drainage networks.

To ensure London's economic growth benefits all of its communities, the current provision of data and digital connectivity need to be updated. Failure to do this will prevent London's businesses and public service delivery taking full advantage of the benefits of digital innovation. Londoners can experience poor mobile signal due to network capacity issues, especially in busy areas at peak times. A lack of physical space and market failures also lead to fibre operators concentrating investment away from 'not spots', leaving communities not having the connectivity they need, limiting economic growth.

Increasing demand from energy-hungry services like data centres, artificial intelligence and life sciences risks crowding out other uses or limiting economic growth in innovation sectors if not properly planned for and accommodated.

Data is vital city infrastructure but previous data governance arrangements limit effective data sharing across the infrastructure sector, preventing its full potential from being unlocked. We have to overcome security, compliance and trust challenges to enable the highest-value innovations that will unlock growth.

The current delivery environment is not conducive to supporting the joined up and substantial upgrades required to London's infrastructure, with several structural factors affecting delivery. First, there is insufficient and inadequately coordinated investment to deliver the infrastructure needed to meet London's ambitions. Second, the current regulatory and planning systems are poorly designed to facilitate – and sometimes prevent – the infrastructure investment required to support stable economic growth that benefits all of London's communities. Thirdly, these structural factors are exacerbated by the complex and fragmented landscape of stakeholders who are responsible for the regulation, delivery and maintenance of London's infrastructure. Lastly, these interventions are often tied to the same area or streets, posing complex coordination challenges which need to be addressed rapidly, especially if disruption is to be minimised.

Delivering the outcomes through Upgrading London's Infrastructure

Having systematically evaluated the challenges we face in upgrading London's infrastructure, we have identified the actions which are needed to achieve the Mayor's ambitious net zero, climate resilience, housing delivery, and economic growth goals. The GLA believes there are four core elements to the response which are laid out across this delivery plan:

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

We have identified these four in recognition of the complex landscape of stakeholders responsible for the regulation, delivery and maintenance of London's infrastructure, and chosen interventions that capitalise on the GLA's proven ability to convene and influence partners across the infrastructure sector.

The GLA is well positioned to bring the sector together, convening partners to develop and agree a clear and co-designed strategy (the updated London Infrastructure Framework) to ensure long-term planning and short-term delivery are aligned to achieve London-level outcomes around net zero, climate resilience, housing and economic growth. The GLA will leverage its role as London's strategic authority to develop additional technical analysis and key resources in local area energy planning and integrated water management strategies to enable the sector to act collectively, including with public sector partners like local authorities.

The GLA will advocate for, secure and target investment, especially to tackle market failures and unlock public sector opportunities which might not otherwise be delivered by commercial providers. The GLA can uniquely support interventions at scale by leveraging funding opportunities such as the Green Heat Network Fund, the National Wealth Fund, the AI Opportunities Action Plan, and the government's Project Gigabit programme – which will contribute to London-level outcomes on net zero and stable, long-term economic growth benefiting all communities.

To enable the delivery of economic and net-zero infrastructure to be undertaken in a cost-efficient manner whilst reducing disruption and traffic congestion, the GLA will scale up the 'dig once' approach. The GLA is well placed to bring about consistency, develop best practice and foster collaborative schemes, whilst supporting the roll-out of Borough Lane Rental, which the GLA will deliver in partnership with TfL.

To help Londoners live in homes they can afford, GLA interventions are designed to ensure that developers can overcome immediate connections challenges, through direct technical and escalation support to strategic development projects, as well as developing new connection solutions. The GLA will provide developers and boroughs with the new tools that are needed to incorporate infrastructure considerations much earlier, thereby avoiding issues at delivery. New types of infrastructure and proposed energy-intensive developments, like data centres, will be influenced to ensure benefits are maximised without impeding housing delivery. The GLA can also use the Mayor's planning powers to future proof Londoners' neighbourhoods, for example, to enable mobile operators to upgrade their networks to address the deterioration of user experience from capacity issues.

To drive stable, economic growth, London's private and public sectors need to fully exploit the opportunities presented by data. Based on our role as London's strategic authority, the GLA will use its cross-cutting position to set this in motion by building a new platform for data sharing, making data more accessible, and a user-friendly service to facilitate easy data discovery. We will also develop a new set of standards to foster collaboration between councils, universities, government agencies and others across the city. As a result, data

assets currently locked inside organisations, can be put to work to solve London's largest challenges and drive growth, and ensure London can make optimal use of growth opportunities presented by artificial intelligence.

GLA delivery plan

This delivery plan aims to ensure that London has the energy, water, data infrastructure and digital connectivity in place to achieve the Mayor's ambitious economic growth, housing delivery, net zero and climate resilience goals. It has four key intervention strands:

1. enabling the new infrastructure needed for housing and productivity, reflecting the need to bring the sector together to effectively overcome connections challenges facing priority projects whilst tackling digital exclusion

2. readying London's infrastructure for the future in recognition of the urgent actions required to deliver the scale of change required of net-zero infrastructure in the face of climate change

3. reducing disruption caused by infrastructure delivery in order to limit impacts to Londoners and the road network, securing better value for money

4. driving data innovation as a way of enabling growth and ensuring digital interconnectivity enables the optimisation of infrastructure.

1. Enabling the new infrastructure needed for housing and productivity

1.1 *Policy and regulatory engagement and developing a refreshed London Infrastructure Framework*. The GLA will work with partners to set out the key infrastructure priorities, aligning stakeholders' policies and investment plans in a way that supports the delivery of the Mayor's strategies and objectives. The London Infrastructure Framework, which is a commitment in the London Growth Plan, will provide a roadmap for infrastructure delivery in the city, capturing the key requirements and priorities across the sector.

We will know this project has succeeded when:

a) the refreshed London Infrastructure Framework has been endorsed by key partners, providing a roadmap for investment priorities.

Expected delivery:

a) convene Mayor's London Infrastructure Group meetings during the spring and autumn of each year to bring together senior leaders responsible for building and maintaining London's infrastructure, securing commitment and engagement for the infrastructure team's work

b) full infrastructure framework complete – March 2026.

1.2 *Address utility connection issues, pilot futureproofing and plan for major electricity demand users*. In known constrained areas where developers face utility connection issues, the GLA will support priority projects – such as affordable housing developments and strategic sites – by unlocking the connections needed to secure delivery. To support housing delivery more broadly, the GLA will pilot future proofing, as well as support utility investment planning within local plan making, thereby understanding future

demand whilst also identifying major energy users seeking connections to support local water and energy demands.

We will know this project has succeeded when:

a) the GLA has unblocked 10,000 homes that were affected by utility connection issues

b) the GLA has developed a framework for future-proofing strategic development projects

c) the GLA has developed an overview of London's current and future major electricity demand users.

Expected delivery:

a) futureproofing framework and future proofing pilots identified – September 2025

b) data centre growth scenarios modelled – September 2025

c) developer guidance for capacity constraint areas – by December 2025.

1.3 *Make more of London's busy places well connected with better mobile signal and easier access to public Wi-Fi.* The GLA will work with partners to use street furniture, including TfL assets such as bus stops, traffic lights, and CCTV columns to host infrastructure that can give extra capacity to all mobile networks in key locations where mobile signal is poor, such as outside King's Cross and Euston stations. We are piloting the Connected London Wi-Fi network, a single login system for participating venues that provide public Wi-Fi. This uses the Open Wi-Fi technical standard, providing a safe and secure way to connect. This system will give Londoners and visitors easier access to public Wi-Fi, by removing the need to login each time they move between boroughs and venues where Wi-Fi is provided, which will improve visitor experience, and help with digital exclusion. More users using Wi-Fi will also free-up capacity on mobile networks in those areas. If this pilot is successful, it will be expanded to venues across London. In addition, the GLA will support more investment in London's mobile infrastructure network through the Connected London programme (project 2.3).

We will know this project has succeeded when:

a) Londoners and visitors have better experience of mobile connectivity in busy places

b) Londoners and visitors have easy access to seamless public Wi-Fi in busy places across London.

Expected delivery:

a) evaluation report for Open Wi-Fi trial – May 2025

b) business case – June 2025

c) launch – July 2025

d) 1000 sites on network – April 2028.

2. Readying London's infrastructure for the future

2.1   *Support whole-systems and area-based approaches to net-zero energy planning and delivery.* Building on subregional Local Area Energy Plans (LAEP) which translate decarbonisation targets into on-the-ground delivery, the GLA will work with stakeholders to implement LAEPs at the local level. As part of this, the GLA will work with boroughs and London Councils to develop business cases for strategic heat networks and identify preferred models for heat network zoning in London, working within and influencing DESNZ's forthcoming heat network zoning legislation. The GLA will also develop innovative data-driven approaches to catalysing and accelerating the delivery of decarbonisation projects such as retrofit, heat pumps and solar PV through area-based approaches, in pursuit of London's net zero target.

We will know this project has succeeded when:

a) all London boroughs are engaged on local area energy planning (LAEP) approaches through completion of the sub-regional and Phase 2 LAEPS

b) strategic heat networks are being developed across London in identified heat network zones enabled by appropriate governance arrangements

c) area-based approaches are underway to facilitate delivery of key net zero technologies.

Expected delivery:

a) all London boroughs to have completed subregional LAEPs by August 2025, with ongoing support for boroughs implementing Phase 2 LAEPs through to July 2026

b) agreed policy position from London government on appropriate governance arrangements for DESNZ heat network zoning – early 2026

c) pan-London implementation studies recommended by LAEPs complete – December 2026

d) area-based approaches implemented – by March 2028.

2.2   *Develop Subregional Integrated Water Management Strategies*. The GLA will facilitate better partnership working to improve the way water is managed by adopting an integrated approach across all organisations involved in water quality, water supply, wastewater and reducing flooding. This will be achieved by developing Integrated Water Management Strategies (IWMS) working with boroughs and utilities. These strategies will use pan-London, subregional (catchment-level) and targeted studies to understand future water-related infrastructure challenges that may impact planned growth.

We will know this project has succeeded when:

a) we have identified priority catchment areas across London and all relevant boroughs are engaged to undertake water planning.

Expected delivery:

a) priority catchments identified and London IWMS modelling completed – September 2025

b) priority catchments or thematic IWMs implemented – June 2027

c) pan-London IWMS modelling completed – September 2025.

2.3 *Pave the way for investment in digital connectivity through market and borough engagement.* Work closely with the government, industry and boroughs to unlock challenges in securing investment in London's digitally underserved areas, including funding opportunities such as Project Gigabit. The GLA will continue to fund digital champions in Sub-Regional Partnerships to develop localised solutions to area connectivity challenges, make the case for investment, and coordinate delivery across borough boundaries.

We will know this project has succeeded when:

a) London realises the government's target for "all populated areas" in the UK to have 5G coverage and gigabit broadband by 2027.

Expected delivery:

a) mobile connectivity across the London Underground, Overground, DLR and Elizabeth line network – ongoing

b) engagement to secure Project Gigabit funding – Spring 2026

c) map not-spots – Update to Connected London map – July 2025

d) Digital Champions to provide tools and training to all boroughs: Central London Mobile Connectivity Toolkit – December 2025; all London boroughs to have subregional digital strategies – by January 2026; Digital tools training for all boroughs – July 2026.

3. Reducing disruption caused by infrastructure delivery

3.1 *Reduce disruption by expanding the Lane Rental Scheme, deploying the 'dig once' approach and developing a new delivery framework to scale SuDS installation through streetworks.* The GLA will reduce disruption on London's roads by deploying a pan-London lane rental framework, to enable lane rental schemes – which create a financial incentive for roadworks to be done quickly with minimal disruption – to be brought forward across every borough. At the same time, the GLA will scale up collaborative streetworks by delivering exemplar, flagship projects, providing oversight and supporting utilities to embed the approach as business-as-usual. The GLA will scale up the deliverability of green infrastructure by leveraging collaboration, and establishing a market-based delivery mechanism to install SuDS through planned utility streetworks. The market-based approach connects organisations holding statutory duties to invest in SuDS delivery with organisations delivering large scale streetworks programmes and facilitates transactions between them to pay for the SuDS delivery. This work will complement existing efforts to increase funding and governance of climate-resilient infrastructure.

We will know this project has succeeded when:

a) lane rental schemes are in place across each of London's highway authorities' road networks

b) collaborative streetworks are being regularly deployed across London's main utility investment programmes and major works

c) a SuDS-Streetworks market is launched and SuDS are being delivered at scale, more efficiently and with better value for money, reducing disruption.

Expected delivery:

a) tranche 2 lane rental schemes - April 2026; remaining schemes – April 2027

b) scaling the dig-once approach – ongoing

c) SuDS-Streetworks market structure established - by June 2026; procurement underway - by November 2026; SuDS-Streetworks market launched - by December 2027.

4. Driving data innovation

4.1 *Fixing London's data plumbing.* The GLA will promote the Data for London (DfL) programme, including its new platform as a space where data owners can share, discover and organise data to support the delivery of strategic projects. Improved access to data ensures users can leverage London's data to generate new ideas, address challenges and enable growth, building a data foundation that supports projects across all mandate delivery plans. The Data for London Library and future phases of the platform release will foster a system that builds trust with data owners and allows them to find and share increasingly sensitive data via the platform.

We will know this project has succeeded when:

a) the Data for London Library and future phases of the platform are released, operational and trusted, with relevant datasets in the registry and regularly used by data analysts and innovators across London.

Expected delivery:

a) full public announcement on DfL release – July 2025

b) first functional platform prototype for next phase of work – September 2025

c) supported first data-sharing project – early 2026.

4.2 *Building and supporting digital and data services.* The GLA will deliver and support key data services across London. For example, the Data for London programme will trial a data service standard and engage Londoners on data, which will make it easier to deliver projects across all programmes. We aim to enhance the impact of data services across multiple London-level outcomes, including those directly supported by this mandate.

We will know this project has succeeded when:

a) key data services have been established, improved and are being applied in real-world contexts to support Mayoral objectives and meet the needs of stakeholders.

Expected delivery:

a) Data services have been developed and maintained to support the objectives of this infrastructure delivery plan, such as Infrastructure Mapping Application Toolbox, LAEP DataHub and IWMS digital tools – ongoing

b) Mayoral priority programmes have been supported to develop and maintain data services through cross-cutting DFL support, such as Rough Sleeping Phase 2 – ongoing

c) Londoners and key stakeholders have been engaged on data practices, building trust and standards across the sector, using key forums such as London Data Week – ongoing.

Delivery plan consolidated resources

The consolidated resources allocated to this delivery plan are. Note these include expected future adjustments set out further below.

Project	Revenue Budget (£000)			Capital Budget (£000)		
	2025–26	2026–27	2027–28	2025–26	2026–27	2027–28
1. Enabling the new infrastructure needed for housing and productivity Sub-total	**1,161**	**1,159**	**1,159**			
1.1 Policy and regulatory engagement and developing a refreshed London Infrastructure Framework	694	692	692			
1.2 Address utility connection issues, pilot futureproofing and plan for major electricity demand users	361	361	361			
1.3 Make more of London's busy places well connected with better mobile signal and easier to access public Wi-Fi	106	106	106			
2. Readying London's infrastructure for the future Sub-total	**3,267**	**2,767**	**2,767**			
2.1 Support whole-systems and area-based approaches to net-zero energy planning and delivery	2,302	1,802	1,802			
2.2 Develop Subregional Integrated Water Management Strategies	243	243	243			
2.3 Pave the way for investment in digital connectivity through market and borough engagement	722	722	722			
3. Reducing disruption caused by infrastructure delivery Sub-total	**1,107**	**577**	**577**			
3.1 Reduce disruption by expanding the Lane Rental Scheme, deploying the 'dig once' approach and developing a new delivery framework to scale SuDS installation through streetworks	1,107	577	577			
4. Driving data innovation Sub-total	**1,120**	**1,620**	**1,620**	**150**	**150**	**60**
4.1 Fixing London's Data Plumbing	0	0	0	150	150	60
4.2 Building and supporting digital and data services	1,120	1,620	1,620			
Upgrading London's Infrastructure TOTAL	**6,655**	**6,123**	**6,123**	**150**	**150**	**60**

Contribution to the GLA's cross-cutting priorities

This programme will primarily contribute to delivering the following GLA cross-cutting priorities:

- **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 by decarbonising existing infrastructure and building new zero/low emission infrastructure as well as using data and digital services to monitor and reduce emissions

- **Resilience** – ensuring the right infrastructure networks are in place and upgraded to meet demand, maintaining a reliable supply, preventing negative impacts, supporting wider growth and decarbonisation targets, by future proofing and bringing forward strategic investments across green, power, clean heat and connectivity infrastructure.

Monitoring delivery

The London-level outcomes this delivery plan supports will be monitored using the following indicators, reported annually in the Mayor's State of London report:

London-level outcome statement	Indicators	Source	Frequency	Lag	Availability
London is a net zero carbon city	Greenhouse gas emissions (MtCO2e) in London	London Energy and Greenhouse Gas Inventory (LEGGI)	Annual	2 years	Publicly available
London is resilient to extreme weather and the impacts of climate change	Excess deaths during periods of heat	Heat mortality monitoring report, UKHSA	Annual	<12 months	Publicly available
	Number of days in emergency measures (Drought level 3 and above)	Annual reports of London's water companies	Annual	Not clear	Requires GLA officers to collate data
	Number of properties flooded in London per year	Not yet available	Not yet available	N/A	Resources and a data-sharing agreement needed

London-level outcome statement	Indicators	Source	Frequency	Lag	Availability
Londoners live in homes they can afford	Percentage of London adults who say they have not been able to meet their housing payments over the last six months (or who have struggled to do so)	% of London adults who say they have not been able to meet their housing payments over the last six months (or who have struggled to do so)	GLA cost of living polling	Currently quarterly	~ 1 month
	Number of homeless households in temporary accommodation (arranged by London borough councils)	Number of homeless households in temporary accommodation (arranged by London borough councils)	MHCLG Homelessness Statistics	Quarterly	~ 5 months
Stable, long-term economic growth benefits all of London's communities	Real annual GVA growth rate (percentage)	ONS	Annual but release date TBC	18 months - 2 years	Publicly available
	GVA per hour worked (£/hr)	ONS	Annual but release date TBC	18 months - 2 years	Publicly available
	90:10 ratio of household income inequality (after housing costs)	DWP	Annual (rolling three year aggregated)	12 months	Publicly available

This delivery plan lays out the projects we will deliver across this programme to make a positive difference to the London-level outcomes. This following table collates the key programme outputs by the four strands. We will track delivery of these to be sure that our work to contribute to the London-level outcomes is on track:

1	Enabling the new infrastructure needed for housing and productivity

1.1	*Project: Policy and regulatory engagement and developing a refreshed London Infrastructure Framework.*
	
	Success:
	
	  a) the refreshed London Infrastructure Framework has been endorsed by key partners, providing a roadmap for investment priorities
	
	Expected delivery:
	
	  a) convene Mayor's London Infrastructure Group meeting during the spring and autumn of each year to bring together senior leaders responsible for building and maintaining London's infrastructure, securing commitment and engagement for the infrastructure team's work
	  b) full Infrastructure framework complete – March 2026.

1.2	*Project: Address utility connection issues, pilot futureproofing and plan for major electricity demand users.*
	
	Success:
	
	  a) the GLA has unblocked 10,000 homes that were affected by utility connection issues
	  b) the GLA has developed a framework for future proofing strategic development projects
	  c) the GLA has developed an overview of London's current and future major electricity demand users.
	
	Expected delivery:
	
	  a) futureproofing framework and future proofing pilots identified – September 2025
	  b) data centre growth scenarios modelled – September 2025
	  c) developer guidance for capacity constraint areas – by December 2025.

1.3	*Project: Make more of London's busy places well connected with better mobile signal and easier access to public Wi-Fi.*
	
	Success:
	
	  a) Londoners and visitors have better experience of mobile connectivity in busy places
	  b) Londoners and visitors have easy access to seamless public Wi-Fi in busy places across London.
	
	Expected delivery:
	
	  a) evaluation report for Open Wi-Fi trial – May 2025
	  b) business case – June 2025
	  c) launch – July 2025
	  d) 1000 sites on network – April 2028.

2	**Readying London's infrastructure for the future**
2.1	*Project: Support whole-systems and area-based approaches to net-zero energy planning and delivery.* Success: a) all London boroughs are engaged on local area energy planning (LAEP) approaches through completion of the sub-regional and Phase 2 LAEPs b) strategic heat networks are being developed across London in identified heat network zones enabled by appropriate governance arrangements c) area-based approaches are underway to facilitate delivery of key net zero technologies. Expected delivery: a) all London boroughs to have completed sub-regional LAEPs by August 2025, ongoing support for boroughs implementing Phase 2 LAEPs through to July 2026 b) agreed policy position from London government on appropriate governance arrangements for DESNZ heat network zoning – early 2026 c) pan-London implementations studies recommended by LAEPs complete – December 2026 d) area-based approaches implemented – by March 2028
2.2	*Project: Develop Subregional Integrated Water Management Strategies.* Success: a) we have identified priority catchment areas across London and all relevant boroughs are engaged to undertake water planning. Expected delivery: a) priority catchments identified and London IWMS modelling completed – September 2025 b) priority catchment or thematic IWMSs implemented – June 2027 c) pan London IWMS modelling completed – September 2025.
2.3	*Project: Pave the way for investment in digital connectivity through market and borough engagement.* Success: a) London realises the government's target for "all populated areas" in the UK to have 5G coverage and gigabit broadband by 2027. Expected delivery: a) mobile connectivity across the London Underground, Overground, DLR and Elizabeth line network – ongoing b) engagement to secure Project Gigabit funding – Spring 2026 c) map not-spots – Update to Connected London map – July 2025 d) Digital Champions to provide tools and training to all boroughs – Central London Mobile Connectivity Toolkit – December 2025; all London boroughs to have subregional digital strategies – by January 2026; Digital tools

	training for all boroughs – July 2026.
3	**Reducing disruption caused by infrastructure delivery**

3.1	*Project: Reduce disruption by expanding the Lane Rental Scheme, deploying the 'dig once' approach and developing a new delivery framework to scale SuDS installation through streetworks*
	
	Success:
	
	  b) lane rental schemes are in place across each of London's highway authorities' road networks
	  c) collaborative streetworks are being regularly deployed across London's main utility investment programmes and major works
	  d) a SuDS-streetworks market is launched and SuDS are being delivered at scale, more efficiently and with better value for money, reducing disruption.
	
	Expected delivery:
	
	  a) tranche 2 lane rental schemes - April 2026; remaining schemes – April 2027
	  b) scaling the dig-once approach – ongoing
	  c) SuDS-Streetworks market structure established – by June 2026; procurement underway – by November 2026; SuDS-Streetworks market launched – by December 2027.

4	**Driving data innovation**

4.1	*Project: Fixing London's data plumbing*
	
	Success:
	
	  a) the Data for London Library and future phases of the platform are released, operational and trusted, with relevant datasets in the registry and regularly used by data analysts and innovators across London.
	
	Expected delivery:
	
	  a) full public announcement on DfL release – July 2025
	  b) first functional platform prototype for next phase of work – September 2025
	  c) supported first data sharing project – early 2026.

4.2	*Project: Building and supporting digital and data services.*
	
	Success:
	
	  a) key data services have been established, improved and are being applied in real-world contexts to support Mayoral objectives and meet the needs of stakeholders.
	
	Expected delivery:
	
	  a) Data services have been developed and maintained to support the objectives of this infrastructure delivery plan, such as Infrastructure Mapping Application Toolbox, LAEP DataHub and IWMS digital tools – ongoing
	  b) Mayoral priority programmes have been supported to develop and maintain data services through cross-cutting DFL support, such as Rough Sleeping

	Phase 2 – ongoing c) Londoners and key stakeholders have been engaged on data practices, building trust and standards across the sector, using key forums such as London Data Week – ongoing.

In delivering these programme outputs we will also be contributing to the wider set of London-level outcomes: Londoners are breathing clean air; and London is a world-leading global city.