

GREATER LONDON AUTHORITY

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2787

Title: Infrastructure Coordination Service Programme

Executive Summary:

The delivery plan for the strategic programme, Upgrading London's Infrastructure was approved by the Mayor in Mayoral Decision (MD) 3382.

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.

As part of MD3382 the Mayor delegated authority to the Assistant Director Connectivity Air Quality Transport Infrastructure to approve expenditure and income for the delivery of projects listed in the delivery plan.

This ADD is covering all of the Infrastructure team's business as usual projects and requests approval for receipt of external funding and income as well as spend of these funds to meet delivery goals set out in the delivery plan.

Decision:

That the Assistant Director of Connectivity Air Quality Transport and Infrastructure approves:

1. Expenditure of £2,140,000 (Total) across three financial years to deliver activities in three intervention strands.
 - £790,000 in 2025-2026
 - £720,000 in 2026-2027
 - £630,000 in 2027-2028.
2. The receipt of £600,000 in funding from utilities across financial years 2025-2026, 2026-2027 and 2027-2028
3. The receipt of £50,000 in funding from London Councils in financial year 2025-2026

AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Elliot Treharne

Position: Assistant Director
Connectivity Air Quality Transport and
Infrastructure

Signature:



Date:

15/09/2025

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. The Mayoral mandate for the Upgrading London's Infrastructure programme and associated delivery plan was approved through Mayoral Decision (MD) 3382 with the Assistant Director Connectivity Air Quality Transport Infrastructure as the approved SRO.
- 1.2. 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 has four intervention 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
- 1.3. This ADD is meant to secure approval for projects that are already detailed in the delivery plan and require approval for expenditure and receipt of external income, as per Mayoral Decision (MD) 3382, Decision section, paragraphs 3 and 4.

2. Objectives and expected outcomes

- 2.1 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.
- 2.2. 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 of MD3382. The specific ones for the infrastructure programme are:
 - Intervention strand 1, Enabling the new infrastructure needed for housing and productivity:
 - Policy and regulatory engagement and developing a refreshed London Infrastructure Framework.
 - Address utility connection issues, pilot futureproofing and plan for major electricity demand users
 - Intervention strand 2, Readyding London's infrastructure for the future

- Support whole-systems and area-based approaches to net-zero energy planning and delivery.
- Develop Subregional Integrated Water Management Strategies.
- Intervention strand 3, Reducing disruption caused by infrastructure delivery
 - 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.
- Intervention strand 4, Driving data innovation
 - Building and supporting digital and data services such as Infrastructure Mapping Application Toolbox, LAEP DataHub and IWMS digital tools

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.

4. Other considerations

Risk assessment

4.1 The table below covers risks related to collaborative streetworks delivery, and the receipt of income:

Risk	Mitigation/response	Probability	Impact	Overall
Financial risk to the GLA should income not be received	<ul style="list-style-type: none"> Lane Rental Funding already covers all staff costs over the next four years. Therefore, any challenges around other funding sources would not put the GLA at risk. This is because it would impact only programme spend, which can be adjusted, as required, to reflect additional funding sources. All three utility companies have agreed to pay the subscription fee. 	Low	Medium	Green
Stakeholder expectations are not met, resulting in reputational risk to the GLA	<ul style="list-style-type: none"> There is longstanding partner involvement around collaborative streetworks to ensure aligned expectations. A dedicated Engagement and Delivery team is focused on continuously communicating projects and initiatives. There are frequent updates to the Mayor’s London Infrastructure Group. 	Low	High	Amber

Links to Mayoral strategies and priorities

4.2 This work links to the following Mayoral strategies and priorities:

Strategy	Links
Environment Strategy	<ul style="list-style-type: none"> • Work with stakeholders to improve London’s sewerage system so it is sustainable, resilient and cost-effective; and makes best use of innovation. • Reduce risks and impacts of flooding in London on people and property; and improve water quality in London’s rivers and waterways. • Improve the efficiency of London’s energy and water distribution networks, by improving coordination and master planning between providers; and between providers, boroughs and developers. • Ensure long-term water resources and supply, to address risks of extreme heat and drought. • Improve water quality in London’s rivers; identify potential sources of pollution and pathways to improvement.
Housing Strategy	<ul style="list-style-type: none"> • Help to improve viability of development by testing growth scenarios relative to capacity.
The London Plan	<ul style="list-style-type: none"> • Make infrastructure assets and developments more efficient and resilient by engaging with providers at an earlier stage; and facilitate investment ahead of demand in utilities infrastructure.
The Mayor’s Equality, Diversity and Inclusion Strategy	<ul style="list-style-type: none"> • Work with partner organisations to improve diversity and inclusion across the infrastructure sector.

4.3 No one involved in the drafting or clearance of this document has any conflicts of interest to declare.

5. Financial comments

5.1. Approval is sought for Expenditure across 3 financial years to deliver projects covered in intervention strands in MD3382. The budget lines are included in the 2025/26 onwards for the Infrastructure programme.

Intervention strand	Source	Revenue Budget (£000)		
		2025-26	2026-27	2027-28
1. Enabling the new infrastructure needed for housing and productivity (MD total figures)		1,161	1,159	1,159
1.2 Address utility connection issues, pilot futureproofing and plan for major electricity demand users - Major electricity demand users programme of works	GLA budget	70	70	70
Outside of the allocation in 1.2, the remainder for this area is related to Infrastructure team staff costs (£991k for 2025/26, £989 for 2026/27 and 2027/28) and Connected London's public wi-fi project (£100k per year) and approved under separate decisions.				

Crosscutting infrastructure programme spend	Source	2025-26	2026-27	2027-28
---	--------	---------	---------	---------

1.1 Policy and regulatory engagement and developing a refreshed London Infrastructure Framework	London Councils	50	0	0
---	-----------------	----	---	---

		Revenue Budget (£000)		
Intervention strand	Source	2025-26	2026-27	2027-28
2. Readying London's infrastructure for the future (MD total figure)		3,267	2,767	2,767
2.1 Support whole-systems and area-based approaches to net-zero energy planning and delivery - Local Area Energy Planning	GLA budget	360*	360*	360*
* £100,000 of the LAEP budget is accounted for under intervention 4. Driving data innovation but has been included here for ease of accounting.				
Outside of the allocation in 2.1, the remainder of the costs for this area are related to Infrastructure staff costs (£785k per year and approved by a separate decision), Connected London projects (£722k per year) and projects funded by the Energy Unit (£1,500k for 2025/26, £1,000k for 2026/27 and 2027/28). The projects funded by the Energy Unit will be covered in a separate future ADD following approval.				
Crosscutting infrastructure programme spend	Source	2025-26	2026-27	2027-28
2.2 Develop Subregional Integrated Water Management Strategies	Environment Internal Virement	110	90	0

		Revenue Budget (£000)		
Intervention Strand	Source	2025-26	2026-27	2027-28
3. Reducing disruption caused by infrastructure delivery		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	Cadent, SGN, UKPN, Thames Water	200	200	200
Outside of the allocation in 3.1, the remainder of the costs for this area are related to Infrastructure staff costs (£377 per year) and the SuDs and Streetworks projects (£530k for 2025/26) and are approved under separate decisions.				

5.2. Approval is sought for Income across 3 financial years to deliver projects covered in intervention strands in MD3382. The budget lines are included in the 2025/26 onwards for the Infrastructure programme.

		Revenue Budget (£000)		
External Income	Source	2025-26	2026-27	2027-28
London Infrastructure Framework Funding	London Councils	-50	0	0
Collaboration Incentive Fees	Cadent, SGN, UKPN,	-200	-200	-200

	Thames Water			
--	--------------	--	--	--

- 5.3. Future years' budgets will still be subject to the annual budget setting process. Any contracts that cover future years will need to have break clauses. Any changes in the anticipated profile of spend across the years will be reflected as updates during the budget setting process.
- 5.4. Any additional funding secured for the programme will be used to enhance the programme with the appropriate budget adjustments being made.

6. Legal comments

6.1. The foregoing sections of this report indicate that the decisions requested of the Assistant Director of Connectivity, Air Quality, Transport and Infrastructure concern the exercise of the GLA's general powers, falling within the GLA's statutory powers to do such things considered to further, or that are facilitative of, or conducive or incidental to, the promotion of economic development and wealth creation, social development, and the improvement of the environment in Greater London. In formulating the proposals in respect of which a decision is sought, officers have complied with the GLA's related statutory duties to:

- pay due regard to the principle that there should be equality of opportunity for all people
- consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the UK
- consult with appropriate bodies.

6.2. In taking this decision, the Assistant Director of Connectivity, Air Quality, Transport and Infrastructure should have due regard to the public sector equality duty under section 149 of the Equality Act 2010 – namely, the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act; and to advance equality of opportunity, and foster good relations, between persons who share a relevant protected characteristic and persons who do not. This requirement is addressed at section 3, above.

6.3. To secure funding contributions from the utility companies, Cadent, SGN, UKPN and Thames Water will each be required to sign an agreement ahead of each paying the subscription fee of £50,000 for each of the financial years 2025/26, 2026/27 and 2027/28. London Councils will also sign an agreement for their £50,000 contribution towards the London Infrastructure Framework for financial year 2025/26.

7. Planned delivery approach and next steps

Activity	Timeline
Scaling the dig-once approach	Ongoing
Income received from utilities 2025/2026	October 2025
Developer guidance for energy capacity constraint areas produced	December 2025
Income received from London Councils	December 2025
London Infrastructure Framework complete	March 2026
Income received from utilities 2026/2027	May 2026
SuDS-Streetworks market structure established	June 2026
Phase 2 LAEPs	July 2026
Pan-London implementation studies recommended by LAEPs complete	December 2026

Integrated Water Management Strategies (IWMS) implementation	June 2027
Income received from utilities 2027/2028	October 2027
SuDS-Streetworks market launched	December 2027
LAEP area-based approaches implemented	March 2028

Appendices and supporting papers:

None

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

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:

Simona Webb has drafted this report in accordance with GLA procedures and confirms the following:

✓

Mayoral Delivery Board

A summary of this decision was reviewed by the Mayoral Delivery Board on 15 September 2025.

✓

ASSISTANT DIRECTOR, FINANCIAL SERVICES:

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

Signature:



Date:

15/09/2025