

GREATER LONDON AUTHORITY

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2786

Title: PATHWAYS TO RESILIENCE PROJECT

Executive Summary:

This Assistant Director Decision form is seeking approval for expenditure on the Pathways2Resilience (P2R) project. Through P2R, the GLA will work with a range of stakeholders and procure consultancy services to develop a vision for a climate-resilient London, a heat risk delivery plan and a heat risk investment plan. The expenditure is met from a combination of external European Union (EU) funding and GLA budget.

This project is identified in the Delivering a Greener, More Climate-Resilient London Delivery Plan (approved by Mayoral Decision MD3384) under the 'Convening partnership action on climate resilience' project, which states 'the GLA and London Councils will lead this work jointly with the benefit of EU funding under the Pathways2Resilience programme'. This decision form exercises the delegation to the Assistant Director for Environment and Energy provided in Mayoral Decision (MD)3384.

Decision:

That the Assistant Director of Environment and Energy:

approves expenditure of up to £220,000, comprising £100,000 P2R grant funding from the EU and £120,000 from GLA budget (2025/26) to procure consultancy services and engage stakeholders in order to develop the Pathways2Resilience deliverables: a climate resilient vision for London, the development of a Heat Risk Delivery Plan and a heat risk investment plan.

AUTHORISING ASSISTANT DIRECTOR

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: Megan Life

Position: Assistant Director –
Environment and Energy

Signature:



Date:

7/10/25

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1 The GLA and London Councils have been awarded €210,000 (approximately £178,000) from the European Union's Pathways2Resilience (P2R) programme. This programme guides up to 40 European regions through different steps of the P2R Regional Resilience Journey, with supporting services and capacity building activities lasting 18 months from September 2024. Director Decision [DD2714](#) set out more information about the P2R programme and approval to receive the funding.
- 1.2 This Assistant Director Decision form (ADD) is seeking approval for the GLA to spend funding for the P2R programme as part of the wider Delivering a Greener, More Climate-Resilient London mandate and associated delivery plan (approved in Mayoral Decision MD3384). This work comes under the 'Convening partnership action on climate resilience' project in that delivery plan. MD3384 appointed the Assistant Director for Environment and Energy as the Senior Responsible Owner (SRO) for the programme and delegates authority to them in section 1.16.
- 1.3 Following increasing severity and frequency of climate impacts, including the flash floods in 2021 and the record breaking 40-degree heatwave in 2022, the Mayor of London commissioned an independent Review to take stock and make recommendations to guide London's preparations for more extreme weather. This P2R project will deliver on recommendations 1, 9 and 44 of the London Climate Resilience Review published in July 2024.
- 1.4 This decision seeks approval for expenditure on developing the deliverables required under the P2R programme (see section 2). Given P2R is a joint initiative with London Councils, these deliverables have been scoped in partnership and will be delivered in the same way. It is proposed that £220,000 will be spent on:
- Up to £170,000 will be allocated to the development of the Heat Risk Delivery Plan (HRDP) and accompanying investment plan. Using the adaptive pathways approach, this integrated document will outline actions to adapt to the impacts of extreme heat, alongside potential financing mechanisms to support their implementation. Given the innovative and technical nature of the adaptive pathways methodology—particularly in relation to funding and financing—procurement of a consultant or consortium of consultants will be required to provide specialist expertise and guidance. The appointed consultants will be embedded in the P2R project team so that learning and technical capacity is developed. An appropriate route to market will be used working with TfL procurement.
 - Up to £25,000 will be allocated to a systems mapping exercise. It will include a collaborative event with partners such as the London Climate Ready Partnership and the Public Health Unit, leveraging their expertise to maximise the value and impact of the work. Money will be spent on organising the event, facilitation, collation of materials and developing systems maps and a final report.
 - £25,000 will be allocated to develop a vision for a climate-resilient London. This will include funding for a stakeholder event to co-create the vision, as well as design, publication and communications spend.
- 1.5 The table below shows the split of the spend between the P2R grant and GLA budget.

Activity	P2R grant	GLA budget
HRDP and Investment Plan	£50,000.00	£120,000
Systems mapping exercise	£25,000.00	
Climate Resilient Vision	£25,000.00	
TOTAL	£100,000	£120,000

2. Objectives and expected outcomes

2.1 This project seeks to achieve the outcomes set out in the Delivering a Greener, More Climate-Resilient London mandate and delivery plan. Specifically, it will contribute towards the London level outcome: London is resilient to extreme weather and the impacts of climate change.

2.2 There are two main deliverables that will be produced by P2R. The objectives and outcomes are explained below for each deliverable.

Heat Risk Delivery Plan (HRDP) and Heat Risk Investment Plan

2.3 The HRDP will set out actions to strengthen London's resilience to more frequent and severe extreme heat events. Using the P2R Regional Resilience Journey, the plan will be co-developed with stakeholders—including the London Climate Ready Partnership—and will include baseline setting, systems mapping, stakeholder engagement, and adaptation pathways. It will serve as London's strategic response to both short- and long-term overheating risks in a changing climate.

2.4 The investment plan will provide a stocktake of regional progress on investment and funding, with a specific focus on heat risk. Embedded within the HRDP as a dedicated chapter or annex, it will outline how the proposed actions in the plan can be financed and translate these actions into a pipeline of bankable projects, helping to bridge the gap between planning and implementation.

2.5 The HRDP work will also involve a systems mapping exercise. This is an essential step in the P2R methodology. This exercise will help identify vulnerabilities, cascading risks, and interdependencies in managing heat risk across London. It will include a collaborative event with partners such as the London Climate Ready Partnership and the Public Health Unit, leveraging their expertise to maximise the value and impact of the work.

Climate resilient vision

2.6 The vision will provide clarity to regional stakeholders on London's journey to climate resilience. A vision for a climate-resilient London will offer a compelling and co-created narrative that mobilises stakeholders across the region to implement and sustain actions for a climate resilient narrative.

3. Equality comments

3.1 Under section 149 of the Equality Act 2010, the Mayor and GLA are subject to the public sector equality duty and must have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation
- 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 reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and marriage/civil partnership status. The duty involves having appropriate regard to these matters as they apply in the circumstances, including having regard to the need to:

- remove or minimise any disadvantage suffered by those who share or are connected to a protected characteristic
- take steps to meet the different needs of such people
- encourage them to participate in public life or in any other activity where their participation is disproportionately low
- This can involve treating people with a protected characteristic more favourably than those without one.

- 3.3 Climate impacts are felt unequally across London, with poorer, disadvantaged communities often living in conditions that magnify the impact of climate change. Those living in housing with poor access to good-quality open space, adequate ventilation or poor levels of insulation can suffer disproportionately from the effects of extreme heat and be less able to take necessary action to reduce their risks.
- 3.4 Climate impacts can also be felt disproportionately amongst people with protected characteristics, and there is a high level of intersection across impacts. Older people, pregnant women, babies/ young children, outdoor workers, rough sleepers, and those with pre-existing health conditions are more likely to suffer from the effects of extreme heat. Those with underlying health conditions are at risk from increased mortality due to the combination of extreme heat and poor air quality. Supporting vulnerable communities and individuals to adapt to a changing climate, and enabling climate equity, will be a critical priority when assessing potential actions to adapt to higher temperatures and the costs of those actions.
- 3.5 Addressing climate impacts, and building capacity to respond, will benefit those most impacted by climate change. The P2R deliverables will seek to integrate climate-justice approaches. This will ensure action is targeted where it is needed most to deliver a just transition to a better adapted London.

4. Other considerations

4.1 Key risks and issues:

Risk	Likelihood	Impact	Proposed mitigation	RAG
Poor levels of stakeholder engagement	Low	High	The GLA and London Councils have strong convening power and a track record in delivering successful climate adaptation related events in the past. There is strong demand for a heat plan with stakeholders. The Climate Change Adaptation team has already began engaging various internal stakeholders, ensuring there is sufficient time to engage the relevant stakeholders throughout the project lifetime.	
The deliverables do not meet expected outcomes	Medium	High	Through the Pathways to Resilience programme the climate change adaptation team are receiving training and 121 support from expertise in adaptation. This support will help mitigate this risk. A governance structure has been setup with London Councils in order to keep the project in line with expectations.	
Deliverables are delayed	Medium	High	Due to delays with project sign off, there is a chance the deliverables may not meet the intended P2R deadline of end of April 2026. The team has already engaged procurement and are ready to go once this decision form is signed off. The governance for the project is already in place.	

- 4.2 Links to Mayoral Strategies and Priorities: This work links to the Mayoral mandate to deliver a Greener, More Climate-Resilient London, specifically under the “providing leadership” projects. It also supports the London Environment Strategy to make Londoners resilient to severe weather and longer-term impacts of climate change, including flood, heat and drought.
- 4.3 Conflicts of Interest: No conflicts of interest have been identified for any officers involved in the development of this proposal or drafting or clearance of this decision form.

5. Financial comments

- 5.1 Approval is requested for up to £220,000 of expenditure to procure additional administrative and technical resources to deliver the P2R deliverables. £100,000 of this will be from the Pathways2Resilience EU grant funding and £120,000 is GLA budget as outlined in the Greener and More Resilient delivery plan.
- 5.2 This revenue expenditure will be funded from the Pathways2Resilience grant received and the Convening Climate Action budget within the Environment Unit. There is sufficient budget available within the Environment Unit's approved budget for 2025-26 financial year.
- 5.3 All appropriate budget adjustments will be made.

6. Planned delivery approach and next steps

- 6.1. *The table below sets out how the project will be delivered and the outline timetable:*

Activity	Timeline
Procurement	Present-Nov 2025
Deliverable development	Nov 2025-Mar 2026
Deliverable finalised and sign off	Mar 2026 -Apr 2026
Deliverables complete	Apr 2026

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

If YES, for what reason:

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.

NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to
confirm the
following (✓)

Drafting officer:

Holly Smith 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 6 October 2025

✓

ASSISTANT DIRECTOR, FINANCIAL SERVICES:

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

Signature



Date

7/10/25