

GREATER LONDON AUTHORITY

REQUEST FOR MAYORAL DECISION – MD3413

Improving climate adaptation and greening in London

Executive summary:

Investment in deliverables focussed on climate adaptation and greening will serve as a core delivery mechanism for the Mayor's Delivering a Greener and More Climate-Resilient London programme.

The project will use key policy frameworks and partnership working to target significant and transformational investment in areas of greatest need. In this way, it will address the city's most pressing greening and climate-resilience challenges including the delivery of the Clean and Healthy Waterways Plan.

The delivery plan for the Mayor's Delivering a Greener and More Climate-Resilient London programme, approved under MD3384, reserved approval for this project due to the introduction of new, large-scale funding (in paragraph 1.17). Therefore, this Mayoral Decision (MD) seeks approval to spend up to £7.906m to deliver the project.

Decision:

That the Mayor:

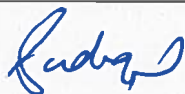
- approves expenditure of up to £7.906m across three financial years (2025-28) to invest in deliverables focussed on climate adaptation and greening as part of the Delivering a Greener and More Climate-Resilient London delivery plan
- delegates authority to the Assistant Director, Environment and Energy, in consultation with the Deputy Mayor for Environment and Energy, to approve the following without the need for a further decision form:
 - funding allocations (within the above-mentioned £7.906m), following an assessment process using agreed criteria
 - the receipt and expenditure of any additional funding (internal or external) to enhance, expand or extend the investment focussed on climate adaptation and greening within the same parameters, and after consulting with legal advisers and the GLA's Chief Finance Officer, and having then secured agreement from the Mayoral Delivery Board.

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:

1/10/25

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

Decision required – supporting report

1. Introduction and background

- 1.1. The Mayor's ambitious new delivery plan for his Delivering a Greener, More Climate-Resilient London programme (approved by [MD3384](#)) describes how the GLA will work with others to improve access to nature and drive climate adaptation while ensuring the benefits are felt equitably across the city. The delivery plan focuses the GLA's efforts where they are needed most: achieving more equitable access to nature; and supporting Londoners who have contributed relatively little to climate change but are often the most affected.
- 1.2. Paragraph 1.17 in MD3384 refers to a new large-scale greening and adaptation delivery project called Investment in strategic projects focussed on climate adaptation and greening (thereafter called "the Project"). It aims to enable the delivery of a small number of strategic, transformational green-and-blue infrastructure and climate-resilience deliverables that support the priorities in the programme mandate.
- 1.3. Deliverables will be identified by leveraging cutting-edge spatial evidence from:
 - the forthcoming London Green Infrastructure Framework and Local Nature Recovery Strategy
 - the London Urban Forest Plan
 - the London Surface Water Strategy
 - the Heat Risk Plan
 - the Clean and Healthy Waterways Plan.
- 1.4. As a result, the Project will direct resources to places that need them most. Its ambition is to maximise social, ecological and climate-resilience outcomes, ensuring a more equitable urban environment for all.
- 1.5. This Mayoral Decision (MD) seeks approval to spend up to £7.906m for the delivery of the Project. One-third of the funding will be dedicated to waterways. This MD also sets out the selection process for the deliverables that sit under the Project and their delivery approaches. Decision-making on final deliverables is delegated to the Assistant Director, Environment and Energy, in consultation with the Deputy Mayor for Environment and Energy.

2. Objectives and expected outcomes

Objectives

- 2.1. The Project will contribute to the following London-level outcomes:
 - Londoners can enjoy green and wild spaces across the capital
 - London is resilient to extreme weather and the impacts of climate change.
- 2.2. The overall objective of the Project is to make London more resilient to climate change, and to ensure that all Londoners, regardless of income or background, can access and benefit from green, blue and wild places.

The Project

- 2.3. The Project will provide investment at various phases of development, including early planning and partnerships; scaling; and delivery. Unlike the competitive application process for Green Roots, the Project will award funding directly to enable the delivery of targeted deliverables where they are most needed. These may be too large-scale or complex for the Green Roots Fund.
- 2.4. To select between five and nine deliverables, the evidence sources outlined at paragraph 1.3 have been used to develop a list of strategic investment priorities. Table 1, below, details expected outcome, type of deliverable, and type of location:

Table 1: Strategic investment priorities

Expected outcome	Type of deliverable	Type of location
Equitable access to green space	New/improved regional parks, strategic/scaled up pocket park creation, long distance footpaths	Area of high social deprivation with poor existing access
Equitable access to blue space	New/improved river walks, catchment scale access to waterway improvements	Area of high social deprivation with poor existing access
Greener, more climate-resilient streets	Strategic, scaled-up street tree planting, tree equity, street greening, highways and Sustainable Urban Drainage (SuDS)	Priority surface water catchments, areas of high heat risk with vulnerable populations and low canopy cover, areas with low tree equity scores
Nature recovery	Large scale rewilding, improved strategic nature networks	Large scale rewilding opportunity zones, Local Nature Recovery Strategy areas
Clean and healthy waterways	Catchment-scale river restoration, pollution prevention	Priority waterway catchments
Resilience in surface water flooding	Strategic, distributed SuDS, street greening, flood attenuation	Priority surface water catchments
Mitigating extreme heat in cities	Strategic scaling up of cool roofs, pavements, deployment of a network of heat sensors	Areas of high heat risk with vulnerable populations

- 2.5. A set of suitability criteria will be used to support detailed scoping work and identify the specific deliverables that respond to the investment priorities. The criteria will help the GLA determine which deliverables to take forward.
- 2.6. The proposed suitability criteria include the following:
- transformation: whether the geographic scale is significant, or if GLA investment will bring about significant change, such as unlocking necessary deliverables at scale, innovating and providing replicable models or bringing key stakeholders together
 - deliverability: whether significant progress can be made during this mayoral term
 - additionality: whether GLA involvement will lead to further impact and/or benefits that would not have happened otherwise

- strategic alignment: whether the deliverable will support GLA strategic priorities identified in mayoral strategies and plans, or mayoral commitments.

2.7. In addition to the four criteria referenced above, three further considerations will be applied:

- geographic spread of deliverables
- spread across the development phases (i.e., supporting some at an early-stage that need more scoping and feasibility studies, but with the majority at a more mature stage able to begin on the ground delivery more quickly)
- GLA resource availability.

2.8. Alongside direct GLA investment, each deliverable will receive a tailored support package to enhance delivery capacity among stakeholders involved and ensure GLA priorities are embedded. This support will be provided through a mix of GLA officer support and specialist technical delivery support that will be procured by the GLA in accordance with the GLA's Contracts and Funding Code.

2.9. As set out in the Delivering a Greener, More Climate-Resilient London delivery plan, the majority of the deliverables will be selected by March 2026. However, any deliverable identified through the forthcoming Heat Risk Plan will be agreed after this date.

2.10. Funding will be awarded to identified partners in the form of grants (expected to be £500,000 or more per deliverable through phased funding over three years).

2.11. To enable the timely allocation of funding, this MD seeks a delegation of authority to the Assistant Director, Environment and Energy, to approve the final list of deliverables and associated funding allocations without the need for a further MD. This would be done with supporting evidence and in accordance with the criteria set out above; and in consultation with the Deputy Mayor for Environment and Energy. The Assistant Director, Environment and Energy, will ensure compliance with the obligations set out in the Openness of Local Government Bodies Regulations 2014, which set out when written records of decisions and their content need to be published. Furthermore, a record in writing will be prepared.

2.12. It is hoped that the Project will serve as a catalyst for wider change, unlocking additional funding from public and private partners. In all cases, therefore, GLA officers will seek to leverage additional funding from other public and private organisations to increase the total delivery budget. No additional funding is yet confirmed, and any additional funding would likely be awarded directly to partners.

2.13. Where additional funding from government (or other sources) is secured and passed through the GLA in the future, to expand or extend existing approved deliverables contained in the Project, and the parameters remain the same, or similar, as originally agreed with funding partner(s), this MD seeks approval to delegate to the Assistant Director, Environment and Energy to agree the receipt of such funding after consulting the GLA's legal advisers and the Chief Finance Officer without the need for a further decision form.

2.14. For the purposes of considering whether the parameters are similar as originally agreed with government (or the relevant body), the Assistant Director, Environment and Energy, 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. The Assistant Director, Environment and Energy, will ensure compliance with the obligations set out in the Openness of Local Government Bodies Regulations 2014, which set out when written records of decisions and their content need to be published. Furthermore, a record in writing will be prepared.

2.15. A budget of up to £7.306m will enable delivery over three financial years. An estimated £0.6m, 7.6 per cent of the total budget, will cover technical delivery support for the partners, as referenced in

paragraph 2.8. Examples of technical delivery support include advice on funding and finance models; equality, diversity and inclusion; and ecological and climate resilient landscape design to enable faster delivery. Furthermore, it will help address any capability and capacity barriers to delivery such as leveraging funding, local stakeholder engagement, partnership building, governance models, skills development and knowledge sharing. Allocating a proportion of the total budget to a technical delivery support offer where the resources can be shared across all deliverables ensures efficient and streamlined delivery, avoids independent procurement activities and ensures high quality expertise in line with GLA priorities. Any unspent technical delivery support budget will be reallocated to partners as part of the Project delivery grants.

3. Equality comments

- 3.1. Under section 149 of the Equality Act 2010, as a public authority, the Mayor of London and the GLA must have 'due regard' of the need to eliminate unlawful discrimination, harassment and victimisation; and to advance equality of opportunity, and foster good relations, between people who have a protected characteristic and those who do not.
- 3.2. This involves having due regard to the need to remove or minimise any disadvantage suffered by those who share or are connected to a relevant protected characteristic; taking steps to meet the different needs of such people; and encouraging 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. The Project outlined in this MD will assist delivery of the policies and proposals in the London Environment Strategy, which has been informed by a full integrated impact assessment, including consideration of equalities. The Equalities Assessment Report for the London Environment Strategy noted that exposure to poor environmental conditions is much higher among Black, Asian and Minority Ethnic Londoners.
- 3.4. Additionally, the forthcoming London Green Infrastructure Framework focuses on targeting social and health inequalities through green infrastructure and climate resilience deliverables. This evidence base will be used to inform priority locations that help to address social and health inequalities.
- 3.5. A climate and equalities impact assessment has been completed specifically for the Project and the results will inform Project design and delivery.
- 3.6. The proposed Project outlined in this MD specifically responds to, and aims to tackle, the disparity in how different groups experience nature in London. Some elements of the Project will focus on social and health inequalities, implementing green infrastructure and climate resilience deliverables to improve access to and the benefits from it, particularly for underrepresented groups.
- 3.7. Furthermore, as a condition of funding, delivery partners need to demonstrate how their deliverable will address equality, diversity and inclusion. Each deliverable will also need to demonstrate how it will ensure that, as relevant, that the needs of the local community are included in the design and implementation, and how the relevant groups will benefit from them.

4. Other considerations

4.1. The key risks and issues are set out in the table below:

Risk	Likelihood	Impact	Proposed mitigation	RAG
Cost increases resulting in an impact on deliverability and outcomes	High	Medium	<p>The Green Infrastructure and Climate Adaptation teams have built up considerable experience in assessing costings from previous grant funds. This will help establish realistic scopes. The teams will also work with delivery partners to develop cost estimates.</p> <p>Once delivery starts, the teams will continue to monitor inflation (where relevant) and impact on delivery; and work with delivery partners to determine appropriate contingency levels and flex scope as needed over the deliverable lifetime.</p>	Amber
Barriers to effective project management, design and delivery including insufficient capacity and capability among delivery partners	Medium	High	<p>Deliverables will be designed collaboratively with delivery partners to ensure the scope is realistic and achievable. The scope and delivery mechanisms will be thoroughly tested and refined with partners before funding agreements are finalised. Throughout design and delivery, GLA officers will work in partnership with delivery partners to identify risks early and provide ongoing support to address capacity and capability challenges. Technical delivery support will be made available to help partners overcome barriers to effective delivery.</p>	Amber
Funding allocated to 2025-26 is not spent in its entirety	Medium	Medium	<p>Building on the success of previous green infrastructure and climate resilience programmes, and ongoing wider engagement with stakeholders, GLA officers will use these relationships to identify key delivery partners, engaging with them early in the identification process to align on timelines. Additionally, some proposals will be more advanced than others, so budget will be allocated proportionally.</p>	Amber

Links to Mayoral strategies and priorities

4.2. This Project will contribute towards the following policies and objectives of the London Environment Strategy:

- Policy 5.1.1: Protect, enhance and increase green areas in the city, to provide green infrastructure services and benefits that London needs now and in the future
- Policy 5.1.2: Protect, conserve, and enhance the landscape and cultural value of London's green infrastructure
- Policy 5.2.1: Protect a core network of nature conservation sites and ensure a net gain in biodiversity
- Policy 5.3.1: Address underinvestment, and improve the management of London's green infrastructure, by developing new business models and improving the awareness of the benefits of London's green infrastructure
- Policy 8.2.1: Reduce the risk and manage the impacts of surface water, sewer, fluvial, reservoir and groundwater flooding in London
- Policy 8.2.3: Reduce the risk and manage the impacts of surface water, sewer, fluvial, reservoir and groundwater flooding in London
- Objective 5.1: Make more than half of London's area green by 2050
- Objective 5.2: Conserving and enhancing wildlife and natural habitats
- Objective 5.3: Value London's natural capital as an economic asset and support greater investment in green infrastructure
- Objective 8.1: Understand and manage the risks and impacts of severe weather and future climate change in London on critical infrastructure, public services, buildings, and people
- Objective 8.2: Reduce risks and impacts of flooding in London on people and property, and improve water quality in London's rivers and waterways.

4.3. It will also contribute to the delivery and use of key policy frameworks, strategies, plans and report recommendations, such as:

- the London Surface Water Strategy
- the London Urban Forest Plan
- the London Climate Resilience Review
- the London Rewilding Taskforce Recommendations Report
- the forthcoming London Green Infrastructure Framework, the Local Nature Recovery Strategy, the Heat Risk Plan, and the Clean and Healthy Waterways Plan.

4.4. As referenced in the Delivering a Greener, More Climate-Resilient London delivery plan (Appendix 1), this Project will also contribute to wider London-level outcomes, including that Londoners live in neighbourhoods that are well-planned and designed; London is a world-leading global city; and Londoners live in a city that supports their mental and physical health. And it contributes to the cross-cutting priorities of a resilient London, health in all policies and addressing structural inequalities.

- 4.5. Consultation and further impact assessments will be undertaken where appropriate; this will be shaped through engagement with relevant stakeholders such as delivery partners, community stakeholders and advisory groups.

GDPR

- 4.6. All records, particularly those relating to funding recipients, will be held in line with the GLA's requirements under GDPR.

Conflicts of interest

- 4.7. 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

Proposed budget

- 5.1. The table below details the proposed budget profile. The budget lines are included in the draft budget for 2025-26 onwards. They have been incorporated into the Delivering a Greener, More Climate-Resilient London delivery plan (including both green infrastructure and climate adaptation budgets) as approved by MD3384.

Budget element	2025-26	2026-27	2027-28	Total
Funding to delivery partners	2,163,000	2,569,000	2,574,000	7,306,000
Technical delivery support	75,000	350,000	175,000	600,000
Annual total	£2,238,000	£2,919,000	£2,749,000	
Overall total:				£7,906,000

- 5.2. 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 to ensure spending is in line with available budget resources. Any changes in the anticipated profile of spend across the years will be reflected as updates during the budget setting process.
- 5.3. One third of the Project budget will be dedicated to waterways-related deliverables that emerge from the development of the Clean and Healthy Waterways Plan.
- 5.4. Any additional funding secured for the Project will be used to enhance the Project with the appropriate budget adjustments being made.

6. Legal comments

- 6.1. The foregoing sections of this report indicate that the decisions sought 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 the improvement of the environment in Greater London. In formulating the proposals in respect of which a decision is sought, officers must comply 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 any decisions sought, the Mayor must have due regard to the Public Sector Equality Duty – namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010; and to advance equality of opportunity, and foster good relations, between persons who share a relevant protected characteristic (race, disability, sex, age, sexual orientation, religion, gender reassignment) and persons who do not (section 149 of the Equality Act 2010). To this end, the Mayor should have particular regard to section 3 (above) of this report.
- 6.3. The Mayor may delegate authority to the Assistant Director, Environment and Energy (in consultation with the Deputy Mayor for Environment and Energy or otherwise) pursuant to section 38 of the Greater London Authority Act 1999, should he wish.
- 6.4. If the Mayor makes the decisions sought, officers must ensure that:
- no reliance is placed, nor commitments made that rely upon the availability of: additional funding/sponsorship until binding legal commitments are secured from funders/sponsors; and/or future years' GLA budgets until they have been approved definitively
 - where, third party grant funding is secured, they are satisfied that the GLA's proposed use of the same is compliant with the funder's terms of award
 - third party funding taking the form of sponsorship is sought in accordance with the GLA's sponsorship policy and such sums exceed the costs of providing the associated benefits to each sponsor (as per section 93 of the Local Government Act 2003)
 - any award of grant funding is made fairly, transparently, and in accordance with the GLA's equalities requirements, the requirements of GLA's Contracts and Funding Code and the Subsidy Control Act 2023 and funding agreements are put in place between and executed by the GLA and recipients before any commitment to fund is made
 - all services, supplies or works required are procured in liaison with TfL Procurement and in accordance with the GLA's Contracts and Funding Code and contracts are put in place between and executed by the GLA and contractors before commencement of such services.

7. Planned delivery approach and next steps

- 7.1 The work will be delivered according to the following timetable:

Activity	Timeline
Establish governance systems and processes to support the Project	Q2 2025-26
Procurement of contracts for technical delivery support	Q2 2025-26 to Q3 2025-26
All deliverables identified	Q2 2025-26 to Q4 2025-26
Funding and partnership agreement signing	Q3 2025-26 to Q2 2026-27
Project delivery	Q3 2025-26 to Q4 2027-28
Completion	Q4 2027-28 to Q2 2028-29

Appendices and supporting papers:

Appendix 1 - [MD3384 Delivery Plan – Delivering a Greener, More Climate-Resilient London.](#)

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:

Miriam Fagbemi 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:

Mete Coban 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 18 August 2025.

✓

CHIEF FINANCE OFFICER:

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

Signature:

Fay Hannan

Date:

25/09/2025

CHIEF OF STAFF:

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

Signature:

D. Jellany

Date:

24/09/2025

