

Mayor's London Infrastructure Group (LIG) meeting minutes

24th November 2025, 10:00 - 12:00

City Hall, Kamal Chumchie Way, London, E16 1ZE

Meeting Attendance

LIG Members

Antony Meanwell, E. ON
Ben Hayward, Affinity Water
Brenda Dacres, London Councils
Carl Eddelstone, TfL
Cathryn Ross, Thames Water
Charlotte Wood, EA
Chris Burchell, SSE
David Handley, SGN
Henrietta Gibb, Tideway
James Veaney, Ofgem
Joanna Clarke, Network Rail
John Twomey, National Grid
Lawrence Summers, Morrisons
Margaret Read, NISTA
Mark Adolphus, UKPN
Nihal Newman, Ofcom

Richard Walsh, Cadent Gas
Roger Bailey, Tideway
Tom Hughes, NISTA
Elliot Treharne, GLA
Gabriele Caprotti, GLA

Observers

Carl Williams, Cadent Gas
Grace Docker, GLA
Katharina Winbeck, London Councils
Mana Sadeghipour, GLA
Matthew Whaley, GLA
Nicola Davies, GLA
Nisa Vishwanath, GLA
Toni Olsen, GLA

Meeting Details

Chair:

Jules Pipe (Deputy Mayor, Planning, Regeneration and the Fire Service)

Meeting format

In-person at GLA Chamber, City Hall, Kamal Chumchie Way, London, E16 1ZE.

Meeting Summary

Welcome, *Deputy Mayor Jules Pipe*

Deputy Mayor Jules Pipe opened the meeting by setting out the purpose and ambition of the LIG, welcoming new LIG members and observers:

- Margaret Read, Strategy and Policy Director, National Infrastructure and Service Transformation Authority (NISTA) who is a new addition to the LIG.
- Henrietta Gibb, Director of Impact and Engagement at Tideway, who will be taking over from Roger Bailey, Chief Technical Officer at Tideway.

He also welcomed recently appointed members of the Infrastructure Advisory Panel.

There was a recap of the previous LIG meeting's discussion held in June 2025, and a review of progress of actions.

Deputy Mayor Jules Pipe set out the strategic context for the meeting by highlighting the government's reaffirmed commitment to long-term infrastructure planning through its 10-year strategy and construction pipeline. He noted the Mayor's delivery plans to upgrade London's infrastructure and the growing pressure to accelerate investment to meet net zero, housing, and economic growth targets. The significant ongoing activity in the regulatory space of utilities, including gas, power, water, and heat networks was noted as the background for the meeting.

Infrastructure Coordination Service update, *Gabriele Caprotti (GLA)*

Gabriele Caprotti (Head of Infrastructure Coordination Service, GLA) presented an overview of ongoing activity and upcoming work across the ICS service lines and teams – Planning, Development, Streets and Data.

Updates on two flagship projects were also shared:

1. *London Infrastructure Framework*: reviewing the joint GLA-London Councils project timeline and key upcoming milestones. Further senior and technical engagement is planned with LIG organisations, with the final report set to be published by March 2026.
2. *SuDS through Streetworks Market*: reviewing the progress made from this joint GLA-Thames Water project, which has validated the market-based approach to leverage planned utility works for the delivery of SuDS, as well as setting out next steps.

Reflections from LIG members:

- Support for the *SuDS through Streetworks Market* project was issued by the Environment Agency, Thames Water and Transport for London (Flood Ready partners) LIG reps.
- Unanimous endorsement for the *SuDS through Streetworks Market* project to be taken through to the next stage of Ofwat Innovation funding.
- Need for strategic coordination for the Heat Networks sector, with points made around needing effective zoning and regulation involving the ICS, London Councils, boroughs and developers.
- Positive support for the collaborative approach and stakeholder engagement undertaken for the development of the London Infrastructure Framework.

Actions:

1. Endorsement letter to be drafted on behalf of the LIG in support for the *SuDS through Streetworks Market* (please see attached letter)
2. Further partnership working on heat networks once zoning coordination rules are announced in 2026.

10-year infrastructure strategy and approach to economic regulation

Margaret Read and Tom Hughes (NISTA)

Margaret Read presented an overview of the 10-year infrastructure strategy and outlined NISTA's systemic, place-based approach to long-term infrastructure planning. Updates included ongoing efforts to close the gap between strategy and delivery, an overview of the Government Major Projects Portfolio, the Infrastructure Pipeline, and the role of the Infrastructure Spatial Planning Unit.

Tom Hughes (Head of Energy Policy, NISTA) outlined NISTA's approach to reforming economic regulation to address cross-sector challenges more consistently—particularly the substantial investment requirements in the water and energy sectors. It was shared that the forthcoming update will focus on key issues, including removing barriers to effective regulation, ensuring consistency across different regulators, providing timely strategic direction and early engagement, fostering collaborative approaches to deliver cross-sector value, and balancing investability with affordability.

Overview of regulatory changes, *Mana Sadeghipour (GLA)*

Mana Sadeghipour (Principal Policy Officer, GLA) set out the Pan-London context on the economic regulation reform for the Plenary Discussion and highlighted the critical role of LIG member organisations to accurately reflect respective sector priorities and inform GLA's formal submission to NISTA.

Plenary Discussion, *LIG Members*

LIG representatives provided valuable contributions raising several key issues and recommendations on the proposed regulatory changes. Some of these recommendations include:

- need for cross sector collaboration;
- taking a place-based approach;
- embedding resilience and efficiency in regulation;
- and identifying funding models to balance investability and consumer affordability;
- managing data centre demand;
- skills development to close labour gaps were also discussed

Lastly, Roger Bailey provided an update on the Thames Tideway Project, highlighting it as both a regulatory and practical delivery success story and an example of how collaboration can drive efficiency.

Discussion Summary, *Gabriele Caprotti (GLA)*

Gabriele Caprotti (Head of Infrastructure Coordination Service, GLA) concluded the LIG meeting with a summary of what was covered during the plenary discussion:

- Need for innovation, investment and growth to be thought of collectively. This will require collaboration to develop sector-specific resilience strategies. This will help to create certainty and clarity to regulated sectors.
- Need for better data and spatial intelligence on where growth and demand will be located. This can help plan proactively for investment.
- Need to acknowledge that the London context is often different, due to customer and demand characteristics, the high-cost of infrastructure delivery and other relevant factors. There is a need for place-based, regional approach.
- Unprecedented scale of investment required across each sector. This needs to be balanced against affordability for customers.
- Sectors have unique needs – for example, flooding investment is harder to secure because there is no official investment/funding mechanism or financial returns in the same way as other asset classes might have.
- Need for a greater whole-system approach. Opportunity to collectively improve our agility and speed in decision making.
- Skills and competition for workforce – how do we make sure we have the right skills and labour in the right places.

Key opportunities exist for strategic coordination and cross-sector collaboration, for example with the roll-out of heat networks. This does not only relate to ensuring regulators and utilities are working closer together but also having the regulatory framework to recognise the need for collaboration.

Action:

1. ICS Team to share the draft submission for NISTA with LIG members in early 2026.

AOB and close, *Deputy Mayor Jules Pipe*

Deputy Mayor Jules Pipe asked LIG members for any closing comments and thanked members for their continued support and commitment to the LIG.

Note: The upcoming LIG meeting will likely be scheduled in early March 2026. More information to follow.