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List of Delivery Plans approved by Mayoral Decision (MD)

MD NUMBER	DELIVERY PLAN	DATE SIGNED BY MAYOR
3378	Building More Homes	28 July 2025
3380	Supporting and Inspiring Young London	30 June 2025
3382	Upgrading London's Infrastructure	20 August 2025
3384	Delivering a Greener and More Climate-Resilient London	11 June 2025
3386	Accommodation and Wider Support for Those Who Need it Most	20 August 2025
3391	Reducing Inequalities	13 January 2026
3392	Supporting Cultural Community and Sporting Events in London	16 September 2025
3395	Supporting Londoners to Benefit from Growth	25 November 2025
3396	Improving London's Housing Stock	28 July 2025
3397	Reducing Non-Residential Emissions	10 December 2025
3400	Cleaning London's Air	28 July 2025
3426	Helping Local Economies to Thrive	18 December 2025
3430	Boosting London's Growth Sectors	18 December 2025
3434	Making Best Use of Land	12 November 2025

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Changes to Senior Responsible Owner (SRO)

Programme	Previous SRO	Proposed New SRO
Accommodation and wider support for those who need it most	Assistant Director Housing Programmes and Partnerships	Executive Director for Housing and Land
Boosting London's growth sectors	Assistant Director Economic Development and Programmes	Executive Director for Good Growth
Helping local economies to thrive	Assistant Director Planning and Regeneration	Head of Regeneration and Growth Strategies
Making best use of land	Executive Director for Good Growth	Assistant Director Planning and Regeneration
Reducing Inequalities	Assistant Director Health Education and Youth	Assistant Director Communities and Social Policy

MD3496 APPENDIX 3

Purpose of Appendix 3

This appendix sets out the specific changes to the GLA delivery portfolio following the approval of the 2026-27 GLA: Mayor budget. It provides a consolidated view of amendments to programme scope, success measures, milestones, budgets and governance arrangements. It supports the Mayoral Decision by ensuring transparency, traceability, and alignment with the approved 2026-27 budget.

Programme	Source & Type of Change	Summary of Proposed Change to the Programme's Delivery Plan	Impact of this Change	Governance Route for approving these changes	Future Governance Route – for future decisions to be taken in connection with projects in delivery plans as amended after this MD3496 is approved
Boosting London's Growth Sectors	***NEW PROJECTS:** Budget change 2026-27, new milestones	Allocation of £20m in 2026-27 for AI Innovation - Launch of the AI & Future of Work Taskforce (April 2026), including GLA Economics research and Talk London survey allocation of £16m. London & Partners commissioned to scope, design and deliver an SME AI Adoption Programme £4m. New project added ref 1.3: Enabling Artificial Intelligence (AI) adoption in SMEs to deliver sustainable and inclusive growth. Project allocation: 2026-27 - £4m New milestones: • London & Partners service design phase completed – Q3 26-27 • SME AI Adoption Programme delivery model agreed – Q3 26-27 New Project added ref 1.4 : Supporting Londoners to adapt to AI-driven changes in jobs and skills –2026-27 - £16m New milestones: • AI & Future of Work Taskforce launched – Q1-Q2 26-27 • Interim evidence on AI adoption and workforce impacts produced – Q2 -Q3 26-27 • Report with recommendations produced Q3 26-27	Supports Londoners to thrive as AI reshapes the City's economy; strengthens evidence base on AI adoption and workforce impacts; supports design and delivery of SME AI Adoption Programme. No legal or equality concerns identified. Spend within approved budget 2026-27 and will need to be profiled across multiple years, informed by taskforce recommendations. Budget reprofile and carry forward to future years will be managed as part of the GLA's financial processes.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.
Boosting London's Growth Sectors	***EXISTING PROJECT:** Reallocation between	Allocation of £20m to secure a future pipeline of major events. Funding reallocated from Supporting Community, Cultural and Sporting Events from budget 2026-27, albeit some of this funding may end up being re-allocated to fund major events run as part of other	Supports London's visitor economy and aligns with the London Major Sports Events Framework. Equality impacts neutral. Requires oversight during scoping. Spend within approved budget 2026-27 but spend will need to be profiled across a number	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.

	programmes from budget 2026-27	programmes - Extension to existing project 3.5 - Securing major sports and entertainment events	of years as plans develop. Budget reprofile and carry forward to future years will be managed as part of the GLA's financial processes.		
Boosting London's Growth Sectors	**EXISTING PROJECT:** Budget change – carry forward, milestone change	Addition of new milestone to project 3.3: Promoting London as the best city in the world in which to invest and visit'. Increase of £160,000 to project allocation. New milestone: • Launch of Business Visitor Centre by Q3 2026-27	Supports delivery of the London Growth Plan. Equality impacts positive for SMEs and business visitors. No additional budget pressure beyond carry−forward. The London Growth Plan includes an action to "work towards a world-class business visitor centre in central London." This funding will create a permanent, high-quality promotional and presentation space to support London's economic growth, global competitiveness and cross-sector collaboration. The Centre will be located in the City of London. Grant funding of up to £160,000 will contribute to: • Delivering a world-class immersive audio-visual presentation environment in central London • Creating a centralised marketing hub for coordinated promotion of London • Amplifying London's global visibility across key growth sectors • Supporting cross-sector collaboration and shared branding • Leveraging private sector in-kind support to maximise value for public investment • Showcasing London's technology and supply chain through use of leading supplier	Approved in this MD	Approved in this MD
Boosting London's Growth Sectors	***EXISTING PROJECT:** Budget change 2026-27, milestone change	Project 3.3: Promoting London as the best city in the world in which to invest and visit - Allocation of £8.3m to tackle disinformation, including £7m allocation for L&P to deliver a tourism and investment campaign improving London's reputation abroad, delivered in partnership with the GLA's External Relations team. Allocation also includes investment to the External Relations team for tools and analysts to respond to disinformation campaigns from City Hall, as well as assigning resources to develop and manage the brand and its reputation. £1.3m for 2026-27.	This investment will help to tackle harmful disinformation about London which will support London's reputation and abroad and ability to attract tourism and investment. Equality impacts positive for inclusive visitor economy. No legal issues. Spend within approved budget allocation in 2026-27. Budget reprofile and carry forward to future years will be managed as part of the GLA's financial processes..	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.

		Increasing tourism and investment in London (Brand London) - £7m for 2026-27. Addition of two new success measures at project 3.3: • Additional international visitors (%) • Total visitor value to London economy. Further milestones to be added to the L&P grant funding agreement. Further success measures and/or milestones to be added with reference to the City Hall led activity under Change Control process set out in updated Mayoral Decision-Making Framework once known.			
Boosting London's Growth Sectors	**EXISTING PROJECT:** Budget change, reallocation between programmes, existing project, new success measures	Reallocation of £10m from budget 2026-27 following cessation of UK Shared Prosperity Fund, to be split between projects across two programmes BLGS (Grow London Global £5.677m) and HLETT (Grow London Local £4.323m shown later in this table) Project 1.1 - Enabling London's high-growth potential businesses to expand and trade internationally: - project allocation: £5.677m - 2026-27. Three new success measures to be added to Project 1.1, as a result of the reallocated funding: • 260 businesses supported by Q4 2026-27 • £220m Gross Value Added (GVA) generated in supported businesses • 2,000 businesses engaged through Grow London Global activities	The loss of UKSPF funding creates cost pressure on this project requiring programme redesign. Equality and legal considerations to be assessed once scope is finalised. Spend within approved 2026-27 budget allocation. Budget reprofile and carry forward to future years will be managed as part of the GLA's financial processes.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.
Boosting London's Growth Sectors	**NEW PROJECT:** Budget 2026-27, project creation, new milestones	Overnight Tourist Levy - new project at 5.1. Project Allocation: 2026- 27 - £0.8m staffing and non-pay costs. Government consultation response due Summer 2026. New milestones are: • Tourist Levy powers granted for London (and other Mayoral Strategic Authorities) • Consultation has taken place providing information and guidance to support decisions about the implementation, or not, of a scheme • Subject to consultation and a Mayoral Decision to proceed, a plan for developing and collecting the levy is developed.	Acknowledges the new project within the Boosting London's Growth Sectors Programme, which has been created in an earlier MD3467 subsequent to the original Boosting London Growth Sectors MD Delivery Plan; this change adds milestones to that project. Legal considerations are expected to be significant and will be assessed as part of future MD following consultation, as will the equalities implications.	Approved in this MD	Subject to future MD once full business case developed.

		• Subject to consultation and a Mayoral Decision to proceed, a system is in place to allow for the collection of the levy.			
Helping Local Economies to Thrive	**EXISTING PROJECT:** Budget 2026-27, reallocation between programmes, milestone change, new success measures	£4.323m allocation from budget 2026-27 to help small businesses access the support they need, for supporting SMEs with AI adoption. Grow London Local as part of the Helping Local Economies to Thrive Programme project 1.1 - Helping small businesses access the support they need. Allocation 2026-27: £4.323m. New milestones are: • completion of Grow London Local grant funding agreement by Q1 2026-27 • Delivery of business support to 13,642 businesses by Q4 2026-27 Addition of two success measures : • 23 businesses with improved Productivity • 71 businesses with improved Practice	Supports small business resilience. Equality impacts positive and legal considerations (if any) assessed as part of future decisions. Spend within approved budget 2026-27 allocation. Budget reprofile and carry forward to future years will be managed as part of the GLA's financial processes.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.
Helping Local Economies to Thrive	**EXISTING PROJECT:** Budget 2026-27 change, new success measures, milestones	New allocation of £1 million in total to support the implementation of the London Nightlife Taskforce recommendations. Approach to setting up nighttime commission is being developed; commission will be an independent body without accountability to the GLA. Expansion of existing project 4.1 – change project name from- Setting up a London Nightlife Taskforce and Fund to Support implementation of the Nightlife Taskforce Report recommendations. Project allocations: 2026-27 £0.5m 2027-28 £0.5m New milestones • Set out plans for Night Life Taskforce report recommendations that the GLA will lead on by Q3 2026-27 • Nightlife Future Fund launched by Q2 2027-28	Supports night-time economy. Equality impacts positive. No legal issues. Spend within approved 2026-27 budget allocation.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.
Helping Local Economies to Thrive	**EXISTING *PROJECT:** Budget 2026-27 change, existing project, new milestones	New allocation of £0.4m to supporting high streets and the hospitality sector to support expansion of Culture and Community Spaces at Risk team to support pubs, nightlife venues and other licensed premises through active casework, research and brokerage between	Strengthening casework, brokerage and support for venues may positively benefit groups who rely more on community, cultural and nightlife spaces, including younger Londoners, LGBTQ+ communities, disabled people and minority ethnic groups.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.

		businesses, borough licensing and planning teams, landlords and other groups. This expansion will be scoped and developed in Q2 and implemented by Q3/Q4 26-27. Some aspects of delivery are linked with development of licensing service. Expansion of existing project 1.3 Helping small business access the space they need. Project allocations: 2026-27 £0.07m 2027-28 £0.2m 2028-29 £0.13m New milestone: • The Culture and Community Spaces at Risk service is expanded to include pubs, nightlife venues and other licensed premises – Q4 26-27	Legally, the proposal sits within the GLA's existing powers relating to culture, regeneration and strategic oversight of licensing policy. No new legal risks are identified at this stage, and any future decisions on funding, statutory roles or licensing policy changes would require separate approval via the delegation. Spend within budget 2026-27. Budget reprofile and carry forward to future years will be managed as part of the GLA's financial processes.		
Helping Local economies to Thrive	**NEW PROJECT:** *Budget change new success measures and milestones	New allocation of £1.4m in supporting high streets and the hospitality sector: Summer Streets fund to support outdoor dining, evening economy growth and safer highstreets. Boost hospitality, culture and nightlife by helping boroughs expand late opening hours and al fresco dining in summers of 2026 and 2027, building on the 2025 schemes in Westminster, Lambeth, Hackney and Waltham Forest Creation of a new project: 4.3 Deliver the Summer Streets fund. Project allocations: 2026-27£0.6m 2027-28 £0.8m New Success Measure • high-quality outdoor hospitality schemes delivered, boosting local economies as defined through scheme evaluation. New milestone • Summer Streets 2026 launched and delivered by Q3 2026-27 – at least two large, and up to ten small schemes • Summer Streets evaluation to be completed by Q4 2026-27 to inform Scheme 2027 design. • Summer Streets 2027 launched and delivered by Q3 2027-28	Supports future round of Summer Streets investment to boost local hospitality. Summer Streets launch Q1 for 26-27 grant programme 27-28 programme to be scoped and designed using evaluation from this year Further equality and legal impacts to be assessed through delegated decision forms. Spend within the approved budget allocation for 2026-27 but profiled to be spent over two financial years. Budget reprofile and carry forward to future years will be managed as part of the GLA's financial processes.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.

Helping Local Economies to Thrive	***EXISTING PROJECT:** Strategic investment, budget 2026-27 change new success measures, milestones	New Allocation of £1.2m to support operational delivery of the Mayor's Strategic Licensing Pilot. Project allocations: 2026-27 £0.6m 2027-28 £0.6m Existing project 4.2 Deliver a strategic licensing programme. New milestones: • Launch Responsible Authority Test service Q2 2026-27 • Casework system in place by Q2 2027-28	Not expected to create negative equality impacts. A more consistent and responsive licensing function may positively benefit groups more affected by poorly managed premises, including women, young people, disabled Londoners and communities experiencing higher levels of noise or anti-social behaviour. The change sits within the GLA's existing powers, and no new legal risks are identified, and any future decisions on full implementation should be assessed through delegated decision forms. Spend within approved allocation in Budget 2026-27. but profiled to be spent over two years. Budget reprofile and carry forward to future years will be managed as part of the GLA's financial processes.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.
Helping Local Economies to Thrive	**EXISTING PROJECT:** Budget 2027-27 change, new milestones	New allocation of £1.09m to support costs of setting up the Strategic Licensing function implementing to increase Mayoral powers. This includes consultation and service design costs Expansion of existing project 4.2 Deliver a strategic licensing programme. New milestones: • Staffing in place to enable delivery of Phase 2 and support operational readiness for new strategic licensing functions by Q2 2026-27. • Publication of the strategic licensing policy and consultation results (Autumn Q3 26-27)	Supports borough licensing capacity. Legal considerations significant (licensing powers). Equality impacts positive for community venues, to be assessed through future delegated decisions.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.
Helping Local Economies to Thrive	**NEW PROJECT:** Scope change, extension to existing project, new milestones	Project 1.3 - 639 High Road Tottenham To provide space and support for small businesses, start-ups, and entrepreneurs alongside supporting young people, community business and local economic development in Tottenham. The property is undergoing a programme of essential capital works deemed necessary to maintain its safe operation and continued service delivery over the long term and to ensure the building and wider local economic development endeavour can attract future operators. A new MD will be drafted in 2026 to approve an updated forward strategy Project 1.3 to be created. New milestone:	Supports SMEs and community organisations. Legal considerations covered in MD3181. Updated forward strategy requires new MD in 2026.	Approved in this MD	Subject to a future MD

		• 639 High Road Tottenham continues to operate with a social impact/community benefit purpose, providing affordable space for SMEs and cultural and community organisations. • GLA to consider its ongoing role with this building by Q2 28/29			
Reducing Inequalities	***EXISTING PROJECT:** Budget 2026-27 change reallocation between programmes	Allocation of £2m in 2026-27 for tackling financial hardship reallocated from Supporting Londoners to Benefit from Growth to Reducing Inequalities. Work will be further scoped to align with the new strategic investment for tackling financial hardship. (project 4.2)	Strengthens the GLA's ability to support Londoners experiencing financial hardship. Equality impacts expected to be positive. Legal and financial implications to be confirmed through future scoping.	n/a	Subject to a future MD
Reducing Inequalities	**EXISTING PROJECT:** Budget change, reduction, project close	Not proceeding with the planned allocation to the Propel project (2.3) with saving of £1m. To date, no projects have been identified that meet the GLA's priorities and therefore justify a GLA contribution across the large group of potential match funders; therefore, the allocation is no longer required.	The decision not to proceed with the planned allocation will have minimal immediate impact. Resources can be reprioritised for initiatives with clearer strategic need.	Approved in this MD	n/a
Reducing Inequalities	**EXISTING PROJECT:** Budget change, reduction, success measures, milestone change	Culture and creative industries projects - Savings of £50,000 have been generated through minor changes to several Culture and Creative Industries projects - Capacity to continue policy and advocacy work on creative health approaches to reduce health inequalities to be maintained. External funding received includes: Mayoral Regions Programme, Arts and Humanities Research Council and Arts Council England. Removal of 6.2a success measures and milestones New success measure to be created through Change Control process.	No negative delivery impact. Equality impacts positive through creative health work. Legal implications minimal.	Approved in this MD	Delegation to SRO
Reducing Inequalities	**EXISTING PROJECT:** Scope change, project close	Project 1.3 Enabling Increasing trust and confidence in public services - Removal of LARCH following successful transition to NHS. Success measures updated to reflect new context (REMI adoption, LAIN involvement, continued engagement work). Consequential removing LARCH and its associated success measure and milestones.	No negative impact: programme responsibilities now sit with NHS. Equality impacts remain positive. The NHS will adopt the Race Equity Maturity Index (REMI), a self-assessment tool that supports organisations in reducing racial inequalities. There is an opportunity for this work to inform the development of the new health and care system, with four of London's five Integrated Care Boards already at different stages of implementing the REMI. • There is also potential for other GLA projects such as the London Anchor Institutions' Network (LAIN) to support the wider application of the REMI across other sectors. • The GLA Community Engagement team will continue to work with NHS colleagues to share good practice and lessons learned in supporting the	Approved in this MD	n/a

			engagement and participation of underserved communities in policy and programme design, delivery, and evaluation. • The Mayor will continue to champion and promote anti-racism initiatives across London.		
Delivering a Cleaner, Greener, More Climate Resilient London	***NEW PROJECT:** Budget change, new success measures, milestones	New project allocation of £5m to support a new Project 1.5 on Swimmable London covering open water swimming access and educational outreach. Targeted £5m fund to improve sites where cost is the main barrier. New success measure and milestones to be confirmed once planning is further developed through internal Change Control process as set out in the refreshed Mayoral Decision-Making Framework.	Supports health, wellbeing and environmental engagement. Equality impacts positive. Legal and financial implications to be confirmed through scoping and future delegated decisions. Spend within budget 2026-27 allocation but profiled to be spent across multiple years with details to be confirmed. Budget reprofile and carry forward to future years will be managed as part of the GLA's financial processes.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors, MDB Committees or MDB itself as required.
Supporting and Inspiring Young London	***NEW PROJECT:** Budget 2026-27 change, new success measures, milestones	Allocation of £33m to support the creation of a new project 2.5: Youth Clubs The Mayor is investing in youth club provision in every London brough. This project recognises the vital role that youth clubs and youth workers play in keeping young people safe, supported, and connected. New success measures: b) By May 2028, increase the number of young people benefiting by X% across the programme, with at least X% of young people coming from under-served or high needs groups* *Target tbc following project assessments as part of grant award process c) By May 2028 at least 60% of young people benefiting from youth lates activity to report improved outcomes around safety, wellbeing and education, employment and training support New milestones: a) The grant award process is complete and high-quality delivery partners are selected across all boroughs and project delivery commenced (by Q3 26-27) b) Provision is fully established, reaching more young people and delivering both universal and targeted support. (by Q3 2026-27) c) Evaluation and learning major milestone complete (by Q1 28-29)	This investment, which provides grants to youth organisations, acknowledges the importance of physical youth spaces that provide somewhere safe to go. Spaces that will be open late and long – on evenings and at weekends, when young people need them most. It will serve to enable many more young people to benefit from high-quality youth provision, backed up by a trusted community of adults, in every London borough. Legal and equality impacts will be assessed through future delegated decisions and spend within approved budget for 2026-27 but profiled to be spent over multiple years, to be determined following the completion of the grant award process and Budget reprofile and carry forward to future years will be managed as part of the GLA's financial processes.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.

Upgrading London's Infrastructure	**EXISTING PROJECT:** removal of completed success measures, new success measures, removal of completed milestones, new milestones	1.1 Policy and regulatory engagement and developing a refreshed London Infrastructure Framework now complete, Replace with 1.1 Policy and regulatory engagement and maintaining an up-to-date London Infrastructure Framework (LIF). The GLA will regularly update the LIF in line with key regulatory and policy milestones, enabling London Government to speak with one voice about infrastructure priorities. Completed success measure for removal: 1.1a The refreshed London Infrastructure Framework has been endorsed by key partners, providing a roadmap for investment priorities. New success measures: 1.1a The London Infrastructure Framework continues to reflect key investments and infrastructure priorities that are critical to enabling London's economic growth, housing and resilience objectives. 1.1b The business case for an Infrastructure Delivery Champion function or entity has been completed. 1.1c A more consistent view of system vulnerabilities and chronic risks enables infrastructure providers to embed resilience considerations across infrastructure planning to better prioritise future investment. Completed milestones for removal: 1.1b Full infrastructure framework complete – March 2026. New milestones: 1.1b Regularly updated London Infrastructure Framework (ongoing) 1.1c An outline business case for the Infrastructure Delivery Champion is completed by December 2026. 1.1d A full business case for an IDC is completed by April 2027. 1.1e An independent review of the IDC concept is undertaken by May 2027. 1.1f A set of shared resilience objectives are developed across regulated sectors, by July 2027	No legal nor significant equality concerns identified.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.
Upgrading London's Infrastructure	**EXISTING PROJECT:** New success measure, removal of completed milestones, new	1.2 Address utility connection issues, pilot futureproofing and plan for major electricity demand users. New success measure:	Strengthens evidence base on developing technologies and infrastructure impacts. No legal nor significant equality concerns identified due to a limited budget decrease.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.

	milestones, budget change	1.2d The GLA provides effective strategic, whole-city coordination of data centre growth to better mitigate infrastructure impacts, unlock artificial intelligence and local economic benefits. Completed milestones for removal: 1.2a Futureproofing framework and future proofing pilots identified. 1.2b Data centre growth scenarios modelled. 1.2c Developer guidance for capacity constraint areas. New milestones: 1.2a Strategic forum with the data centre sector convened, April 2027. 1.2b Launch of a datacentre growth monitoring dashboard, August 2026. 1.2c Development of London datacentre cluster opportunity plans, September 2027. 1.2d Best practice, toolkit, or research on innovative infrastructure approaches to London's datacentre clusters published, September 2027.			
Upgrading London's Infrastructure	**EXISTING PROJECT:** Removal of completed milestone, new milestone, milestone target date changes.	1.3 Make more of London's busy places well connected with better mobile signal and easier access to public Wi-Fi. Completed milestones for removal: 1.3a Evaluation report for Open Wi-Fi trial. New milestones: 1.3a Options Appraisal Paper for Open Wi-Fi, June 2026. Milestone target dates changes: 1.3b Business case, from Q1 2025-26 to Q3 2026-27 1.3c Launch, from Q2 2025-26 to Q1 2027-28	No legal nor significant equality concerns identified due to a limited budget decrease.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.
Upgrading London's Infrastructure	**EXISTING PROJECT:** Revised milestone, milestone target date changes, budget change.	2.1 Support whole-systems and area-based approaches to net-zero energy planning and delivery. Revised milestones: 2.1b from: Agreed policy position from London government on appropriate governance arrangements for DESNZ heat network zoning, to: Development of a proposed model for the Zone Coordinator Body role with London government, March 2027. Milestone target date change: 2.1a all London boroughs to have completed subregional LAEPs by August 2025, with ongoing support for boroughs implementing Phase 2 LAEPs : from July 2026 to December 2026	Strengthens the governance and strategic approach to heat networks, whilst recognising the maturity of the local area energy planning work. No legal nor significant equality concerns identified due to the evolution of related targets, and the associated budget required to deliver that programme.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.

		New milestones: 2.1e Guidance and toolkits on area-based delivery models and disruption reduction approaches developed and used by boroughs to inform demonstrator areas by March 2027			
Upgrading London's Infrastructure	**EXISTING PROJECT:** Removal of completed milestones, new milestones, budget change.	2.2 Develop Subregional Integrated Water Management Strategies. Completed milestones for removal: 2.2a Priority catchments identified and London IWMS modelling completed. 2.2c Pan-London IWMS modelling completed. New milestones: 2.2 d) First phase of governance study for investigations in Marsh Dykes completed by March 2027	No legal nor significant equality concerns identified.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.
Upgrading London's Infrastructure	**EXISTING PROJECT:** Removal of completed milestone, new milestone, budget change.	2.3 Pave the way for investment in digital connectivity through market and borough engagement. Completed milestones for removal: 2.3c Map not-spots – Update to Connected London map New milestones: 2.3c Reporting on mobile connectivity in London, September 2026.	No legal nor significant equality concerns identified due to broader changes to the budget associated with these work areas.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.
Upgrading London's Infrastructure	**EXISTING PROJECT:** Removal of milestones, revised milestones, new milestones, budget change.	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. Milestones for removal: 3.1c SuDS-Streetworks market structure established - by June 2026; procurement underway - by November 2026; SuDS-Streetworks market launched - by December 2027. Revised milestones: 3.1a From: Tranche 2 lane rental schemes April 2026; remaining schemes – April 2027, to: Lane Rental schemes in operation across all London Boroughs, March 2028. 3.1b From: Scaling the dig-once approach, to: Scaling the dig-once approach across all major utility companies in the Greater London area (ongoing). New milestones:	Strengthens evidence base on manifesto commitments around Lane Rental. No legal nor significant equality concerns identified.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.

		3.1c All Lane Rental schemes provide full waivers for collaborative delivery where the Dig-Once Approach is applied, December 2027. 3.1d Pan-London Lane Rental governance arrangements have been established for strategic coordination, including surplus funding, April 2027. 3.1e Monitoring and evaluation in place – with appropriate methodology and a related dashboard – to assess the performance of Lane Rental schemes in reducing disruption, including collaborative delivery rates, August 2027. 3.1f Launch of the Dig-Once Approach strategy and establishment of the collaborative streetworks incentive across ED3 and Amp 9, March 2030. 3.1g Fostering and exploring collaborative delivery through innovative techniques, and single contractor arrangements, in strategic locations with high levels of planned infrastructure upgrades, June 2027. 3.1h The market architecture – data and trading platform, market and contractual processes – for the SuDS through Streetworks Market (SSM) is in place, March 2028. 3.1i Key market participants, including buyers (local lead flood authorities, such as Transport for London and London Boroughs) and suppliers (utility companies and contractors) are committed to and participating in the SSM, September 2027. 3.1j A financing strategy is established in order to channel appropriate SuDS funding into the SuDS through Streetworks Market, December 2027. 3.1k The first market round for the SuDS through Streetworks Market is delivered, June 2028. 3.1l The second market round for the SuDS through Streetworks Market is delivered, June 2029. 3.1m Governance is established for the successful launch of the SuDS through Streetworks Market (SSM) March 2030.			
Upgrading London's Infrastructure	**EXISTING PROJECT:** Removal of completed milestones, new milestones,	4.1 Fixing London's data plumbing. Completed milestones for removal: 4.1a A full public announcement on DfL release. 4.1c Supported first data-sharing project. New milestones:	No legal nor significant equality concerns identified.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.

	milestone target date changes.	4.1a Data for London Library releases 8 new harvesters, March 2027. 4.1c Built up Data for London platform Identity & Access Management features by supporting second data-sharing project, March 2027. 4.1d Built up Data for London platform support for Infrastructure projects, June 2027. Milestone target dates changes: 4.1b First functional platform prototype for next phase of work: from Q2 2025-26 to Q1 2026-27			
Upgrading London's Infrastructure	**EXISTING PROJECT:** New milestone, budget change.	4.2 Building and supporting digital and data services. New milestone: 4.2d Data collection to support regular submissions to NISTA's Infrastructure Pipeline, (ongoing).	Strengthens key regulatory processes required. No legal nor significant equality concerns identified due to the budget being recalibrated to actual programme needs.	Approved in this MD	Delegation to SRO with referral back to Deputy Mayors, Mayoral Advisors MDB Committees or MDB itself as required.