
ANNEX B

IMPLEMENTATION PLAN

This annex sets out the timing for the implementation of the actions identified in the Mayor's Climate Change Mitigation and Energy Strategy. It describes:

- Each action, as set out in the chapters of this strategy.
- The lead organisation responsible for completing the action.
- The organisations expected to deliver the outcome of the action. Where this is not the GLA group, the bodies or persons the Mayor is encouraging to deliver the outcome of the action are listed.
- The timescale for delivery of the action.

For full details of policies and actions, please see chapters 3 to 10 of the strategyⁱ.

Policy and action	Lead organisation responsible for action	Bodies or persons encouraged to deliver outcome of action	Timescale for delivery of outcome
POLICY 1: COMBINING LONDON'S EXISTING ECONOMIC STRENGTHS WITH ITS INFLUENCE AND CAPACITY TO DRIVE DEMAND FOR, AND ATTRACT INWARD INVESTMENT IN, THE LOW CARBON ECONOMY			
Action 1.1 - The Mayor will work with partners in the financial sector, including the London Stock Exchange and the FTSE, to actively promote the existing Environmental Technology and Opportunities Indices and identify wider opportunities for attracting private sector finance into London's low carbon economy.	GLA	London Stock Exchange FTSE Other private sector	Ongoing from 2011
Action 1.2 - The Mayor will use London's designation as a Low Carbon Economic Area for energy efficient buildings to establish itself as a market leader in this sector by working with national, regional and local partners from the public, private and third sectors.	GLA	Private, public and third sectors	Ongoing from 2011
Action 1.3 - The Mayor will continue to identify London's existing strengths in the low carbon economy and this will inform his approach to developing focussed business support programmes to help London capitalise on its sectoral strengths.	GLA	Environment business support providers	Ongoing from 2011
Action 1.4 - The Mayor will provide political leadership by ensuring all his strategies provide London with a consistent and coherent policy framework for making the transition to a low carbon economy, whilst actively encouraging both government and London boroughs to do the same.	GLA	London boroughs and government	Ongoing from 2011
Action 1.5 - The Mayor will continue to work with the National Physical Laboratory and National Measurement Office to pursue their goal of establishing a London-based Centre for Carbon Measurement.	GLA	National Physical Laboratory, National Measurement Office	2011-2013

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Action 1.6 - The Mayor will use London's climate change mitigation programmes to stimulate and aggregate demand for low carbon products and services and will promote the market opportunities created by them for London's businesses.	GLA	Private, public and third sectors	Ongoing from 2011
Action 1.7 - The Mayor will support the development of financing mechanisms, such as the London Green Fund, that will lever investment into large-scale, pan-London programmes to tackle climate change, such as retrofitting buildings, and developing London's capacity to generate low and zero carbon energy supply.	GLA	Private sector financing	Ongoing from 2011
Action 1.8 - The Mayor will actively encourage government to ensure that the Green Investment Bank is established quickly, and that it supports and complements the activities of the London Green Fund.	GLA	Government	2011-2013
Action 1.9 - Working with partner organisations, such as universities, the Mayor will run a low carbon technology competition for London's students with a prize for the best new ideas.	GLA	Universities	2011-2012
Action 1.10 - The Mayor will work with the public and private sector to explore opportunities for securing additional sources of funding, such as European funds, for businesses to develop low carbon innovation, research and business activity.	GLA	Public and private sector	Ongoing from 2011
Action 1.11 - The Mayor will work with London and Partners and other inward investment agencies to use the Low Carbon Capital and Green Enterprise District programmes to promote London's initial low carbon investment priorities internationally and co-ordinate activity aimed at attracting inward investment for the low carbon economy.	GLA	London and Partners	Ongoing from 2011

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Action 1.12 – The Mayor will implement proposals for the Green Enterprise District in east London, and will work with public and private sector partners to identify and develop its existing geographical and sectoral strengths in the low carbon economy.	GLA	Public and private sector	Ongoing from 2011
Action 1.13 – The Mayor will continue to promote the procurement of low carbon goods through the Mayor's Green Procurement Code, and work with partners from the public sector to investigate further how London can use joint procurement to stimulate demand for low carbon goods and services.	GLA	Mayor's Green Procurement Code, and London public sector	Ongoing from 2011
POLICY 2: HELPING LONDONERS TO GAIN THE SKILLS AND EXPERIENCE NEEDED TO PARTICIPATE IN THE LOW CARBON ECONOMY			
Action 2.1 – The Mayor will continue to use, update and promote information on the current low carbon employment position, future projections for the low carbon sector in London, and the skill sets and occupations required to ensure a transition to a low carbon capital.	GLA	Low Carbon Skills Forum	Ongoing from 2011
Action 2.2 – The Mayor will utilise the lessons learned through the Retrofit Employer Accord Pilot when developing his climate change mitigation and energy programmes, to capitalise on the skills and employment opportunities they create for Londoners.	GLA		2011-2013
Action 2.3 – The Mayor will develop procurement levers, such as in contracts, to ensure the Mayor's low carbon investment programme delivers local employment, skills and apprenticeship opportunities throughout the supply chain.	GLA	GLA group	Ongoing from 2011
Action 2.4 – The Mayor will work with London's largest existing environment employers as part of his apprenticeship programme to develop opportunities for Londoners in the low carbon sector,	GLA	London's largest existing employers	2011-2013

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whilst developing a better understanding of the range, nature and level of skills these organisations require to help London become a low carbon capital.			
Action 2.5 – The Mayor will continue to work with the Low Carbon Skills Forum, which has a membership from across the public, voluntary and private sectors, to ensure London's low carbon skills gaps continue to be understood and future provision is being stimulated to meet the emerging requirements of the sector.	GLA	Low Carbon Skills Forum	Ongoing from 2011
POLICY 3: ENABLING THE IDENTIFICATION AND DEVELOPMENT OF DECENTRALISED ENERGY OPPORTUNITIES, AND BUILDING CAPACITY TO DELIVER DECENTRALISED ENERGY PROJECTS			
Action 3.1 – The Mayor will continually update the London Heat Map to include accurate local data on opportunities for decentralised energy.	GLA		Ongoing from 2011
Action 3.2 – The Mayor will encourage government to make data on large boilers available to public sector organisations.	GLA	Government	2011-2013
Action 3.3 – The Mayor will publish work to assess the potential of using the tidal range of the River Thames to support tidal energy generation.	GLA		2012
Action 3.4 – The Mayor, through the Decentralised Energy Masterplanning Programme, will support London boroughs to produce local heat maps and energy masterplans, and build the capacity of the public sector to develop decentralised energy opportunities.	GLA	London boroughs	2011-2014
POLICY 4: DELIVERING DECENTRALISED ENERGY THROUGH THE PLANNING SYSTEM			
Action 4.1 – Through the London Plan, the Mayor will require new development to incorporate onsite low carbon and renewable energy generation where appropriate and not contradictory to	GLA	Developers	Ongoing from 2011

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wider strategic energy objectives, and to support the implementation of decentralised energy systems and networks, making use of the Community Infrastructure Levy and carbon offset mechanisms where appropriate.			
Action 4.2 – Through the London Plan, the Mayor will require that London boroughs identify decentralised energy network opportunities in their Local Development Frameworks.	GLA	London boroughs	Ongoing from 2011
Action 4.3 – Through Opportunity Area Planning Frameworks, the Mayor will continue to work with London boroughs to identify and develop strategic multi-development and area-wide decentralised energy networks.	GLA	London boroughs	Ongoing from 2011
Action 4.4 – The Mayor will work with London boroughs to use Local Development Orders to enable deployment of district heat networks.	GLA	London boroughs	Ongoing from 2011
POLICY 5: ENABLING THE COMMERCIALISATION OF THE DECENTRALISED ENERGY MARKET			
Action 5.1 – The Mayor will work with industry to build London’s decentralised energy market by developing consistent technical standards across London, publishing a Technical Guide for district heating systems.	GLA	London boroughs, trade bodies, consumer groups	2012
Action 5.2 – The Mayor will develop commercial templates and a London Heat Charter to help give confidence to potential decentralised energy market participants.	GLA	London boroughs, trade bodies, consumer groups	2012
Action 5.3 – The Mayor will provide an expert team to deliver exemplar decentralised energy projects, offering project-specific support on procurement, including legal and financial considerations, helping to establish special purpose vehicles to take decentralised energy projects	GLA	Private and public sector	2011-2014

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forward and carrying out technical feasibility and commercial viability work to build the business case to secure investment.			
Action 5.4 – The Mayor will work with London boroughs to explore opportunities across publicly-owned land and waste facilities to install decentralised energy generation and commit public sector buildings and housing as energy loads.	GLA	London boroughs and public sector	2011-2014
Action 5.5 – The Mayor will use the London Green Fund as a potential source of investment in decentralised energy infrastructure in London.	GLA		Ongoing from 2011
Action 5.6 – The Mayor will work with London boroughs and the London Waste and Recycling Board to ensure London's indigenous energy resources, particularly waste, are available to support meeting the Mayor's target to supply 25 per cent of London's energy from decentralised sources.	GLA	London boroughs, LwaRB	Ongoing from 2011
Action 5.7 – The Mayor will continue to support low carbon hydrogen fuel production and its use in London. This will be achieved through the implementation of the London Hydrogen Action Plan with the London Hydrogen Partnership and industry.	GLA	London Hydrogen Partnership	Ongoing from 2011
Action 5.8 – Through his existing programmes, the Mayor will work to ensure London takes full advantage of the Feed-in Tariff and Renewable Heat Incentive to encourage delivery of renewable energy at scale.	GLA	Private sector	Ongoing from 2011
Action 5.9 – The Mayor will encourage government to establish a regulatory and commercial framework that supports decentralised energy and accessible heat and power markets.	GLA	Government	Ongoing from 2011

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POLICY 6: RETROFITTING EXISTING HOMES WITH ENERGY EFFICIENCY MEASURES, WATER EFFICIENCY MEASURES AND LOW AND ZERO CARBON MICROGENERATION TECHNOLOGIES			
Action 6.1 – Working with London boroughs, the Mayor is committing £7.8 million to developing and rolling out the RE:NEW delivery model to 2012. This first phase of RE:NEW aims to create the momentum to provide energy saving advice and deliver easy-to-install energy efficiency and water saving measures to 200,000 homes, along with enabling loft and cavity wall insulation wherever practical. This will be dependent on a supportive government framework and the wider market adopting the cost effective RE:NEW model.	GLA	Energy companies, London boroughs, London Councils, and the Energy Saving Trust	2009-2012
Action 6.2 – The Mayor will encourage partners to establish financing mechanisms as part of the Green Deal to enable the rollout of more expensive measures on a large scale by the end of 2012, such as solid wall insulation, new boilers, double glazing and low and zero carbon microgeneration technologies, as part of a whole-house approach to retrofitting London's homes.	GLA	Government, energy companies and financial institutions	2011-2012
Action 6.3 – The Mayor will work with boroughs to support the delivery of RE:NEW, including systematic data collection, reducing the operational costs of delivery, maximising referrals for further energy efficiency measures, and developing partnerships with Green Deal providers and energy companies.	GLA	London boroughs	2011-2013
Action 6.4 – The Mayor will encourage government to: ensure that London receives at least an equitable share of national funding that is available for improving energy efficiency in homes; utilise RE:NEW as an effective model to deliver the Green Deal; provide national data on housing stock; and integrate smart meter rollout with RE:NEW delivery wherever possible.	GLA	Government	2011-2013

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Action 6.5 – The Mayor will work with partners and energy companies to help them use the RE:NEW model to deliver a greater share of their supplier obligations in London, share their energy efficiency data to better target and evaluate the success of activity, and work to ensure a greater quantity and more constant flow of insulation installations in London.	GLA	Energy companies, London boroughs, delivery agents	2011-2013
Action 6.6 – In implementing his London Housing Strategy, the Mayor will seek to maximise funding for homes retrofit from central housing funding and ensure it complements the overall approach adopted by RE:NEW.	GLA	Government	Ongoing from 2011
Action 6.7 – As required in the Mayor's London Housing Strategy, where existing homes are retrofitted and where the building fabric will allow, the Mayor will require that the home achieves a high energy efficiency rating.	GLA	London boroughs	Ongoing from 2011
Action 6.8 – The Mayor will support London boroughs to deliver ten low carbon zones to demonstrate the potential for CO ₂ savings from physical measures and community engagement, and encourage innovation. The Mayor aims to expand the programme if successful.	GLA	London boroughs, private and third sectors	2009-2012
POLICY 7: TACKLING FUEL POVERTY IN LONDON			
Action 7.1 – The Mayor will use RE:NEW to increase uptake of CERT measures, Warm Front offers and successor scheme offers in fuel poor households in London by implementing an effective referral system.	GLA	London boroughs, London Councils, Energy Saving Trust and energy companies.	2011-2012
Action 7.2 – The Mayor will work to maximise the income of fuel poor households by including the			RE:NEW –

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opportunity to conduct benefits checks as part of RE:NEW and through his Know Your Rights campaign.			2011-2012 Know Your Rights – Ongoing from 2011
Action 7.3 - The Mayor will promote energy efficiency measures to black, Asian and minority ethnic groups, low-income families and older people through the RE:NEW programme and his Know Your Rights campaign.	GLA	London boroughs, London Councils, Energy Saving Trust and energy companies.	Ongoing from 2011
Action 7.4 - The Mayor will encourage government to produce more accurate, up-to-date and regional data on fuel poverty, and encourage energy companies to roll out smart meters in London ahead of government's 2020 timetable for national implementation.	GLA	Government and energy companies	2011-2013
Action 7.5 - The Mayor will continue to promote the London Living Wage and increase the provision of energy efficient affordable housing in London through the Mayor's London Housing Strategy.	GLA	Developers	2011-2012
Action 7.6 - The Mayor will encourage government to re-define fuel poverty to take account of housing costs.	GLA	Government	2011-2012

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POLICY 8: RETROFITTING LONDON'S EXISTING WORKPLACES WITH ENERGY EFFICIENCY MEASURES AND LOW AND ZERO CARBON MICROGENERATION TECHNOLOGIES			
Action 8.1 - The Mayor will make RE:FIT available to all public sector organisations in London, which will guarantee energy efficiency savings to all those organisations that sign up to the programme.	GLA	Public sector	2011-2014
Action 8.2 - The Mayor will work with the Better Buildings Partnership to roll out green lease agreements with its 14 members which collectively own a significant proportion of London's commercially-rented floorspace, and promote them to other London businesses.	GLA	Better Buildings Partnership	2011-12
Action 8.3 - Through the Better Buildings Partnership, the Mayor will make a significant contribution to the debate on energy consumption benchmarking in the commercial property sector by widely publicising the Partnership's benchmarking toolkit; promoting the best ways for landlords to make a business case for retrofit through the Partnership's toolkit on enabling low carbon retrofit; and rolling out a toolkit on the role of managing agents in sustainable building management.	GLA	Better Buildings Partnership	2011-12
Action 8.4 - The Mayor will build on the success of the Green500 to develop energy efficiency support to a wider group of organisations. As part of this, the Mayor will continue to recognise and reward achievement through the annual Mayor of London's Green Awards.	GLA	Green500 membership	2011-12
Action 8.5 - The Mayor will support SMEs to reduce their energy use by working with partners and using his programmes to signpost SMEs to existing sources of energy efficiency support. The Mayor will also review the provision of energy efficiency support to SMEs in London, identifying areas	GLA	SMEs London boroughs Third sector	2011-12

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where further action is required, and developing support in areas where the Mayor can contribute to its quality, availability and accessibility.			
Action 8.6 - The Mayor will build on existing sector-specific energy efficiency support and programmes, and identify priority sectors for action.	GLA		2011-13
Action 8.7 - The Mayor will encourage those businesses engaged in his climate change mitigation programmes to measure and disclose CO ₂ emissions in their supply chains, procure lower carbon products and services, and support suppliers to reduce their CO ₂ emissions through awareness raising and practical guidance.	GLA	Green500 and Better Buildings Partnership	2011-2015
POLICY 9: MINIMISING CO₂ EMISSIONS AND ENERGY USE FROM LONDON'S NEW BUILDINGS			
Action 9.1 - The Mayor will set ambitious new CO ₂ emissions reduction targets for major new development to be achieved via the Mayor's energy hierarchy: Be lean (use less energy); be clean (supply energy efficiently); and be green (use renewable energy). This is based on a trajectory for all new residential developments to be zero carbon from 2016 and for new non-domestic developments to be zero carbon from 2019.	GLA	Developers and London boroughs	Ongoing from 2011
Action 9.2 - The Mayor will produce revised Supplementary Planning Guidance on Sustainable Design and Construction that is consistent with the new London Plan. The Mayor will require major new development proposals to meet the minimum standards outlined in the Mayor's Supplementary Planning Guidance.	GLA	London boroughs and developers	2012
Action 9.3 - The Mayor will continue to provide advice as part of the assessment of the energy component of planning applications referred to the Mayor.	GLA		Ongoing from 2011

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Action 9.4 - The Mayor will produce a final Housing Supplementary Planning Guidance document to cover aspects of sustainable design and construction for new housing and neighbourhoods that is consistent with the London Plan.	GLA		2012
Action 9.5 - The Mayor will require that all new publicly-funded housing meet the standards set out in the Interim Housing Design Guide, which includes meeting Code for Sustainable Homes Level 4.	GLA	Public sector	2012
Action 9.6 - The Mayor will continue to support new build development projects that are exemplars of low carbon development.	GLA		Ongoing from 2011
Action 9.7 - The Mayor will work with the Olympic Delivery Authority, through the Olympics Legacy Masterplanning Framework, to ensure that the 2012 Olympic and Paralympic Games meet London Plan CO ₂ emissions reduction targets.	GLA	ODA	2011 - 2012
POLICY 10: MINIMISING CO₂ EMISSIONS THROUGH A SHIFT TO MORE CARBON EFFICIENT MODES OF TRANSPORT			
Action 10.1 - The Mayor will promote the use of rail and London Underground transport over cars by: seeking to further enhance rail capacity; delivering committed improvements to the rail network, including Crossrail and the London Overground Extension; and by delivering upgrades to the London Underground in a phased programme, including increasing network capacity and refurbishing stations.	TfL		Ongoing
Action 10.2 - The Mayor will keep the bus network under regular review to ensure an optimised service and implement bus priority measures where required and feasible.	TfL		Ongoing
Action 10.3 - The Mayor will support smarter travel initiatives, including workplace and school	TfL	Boroughs	Smarter travel

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travel plans and, working in partnership with boroughs and operators, is committing around £450,000 per annum to 2012-13 to deliver 600 additional car club bays.		Operators	- Ongoing Car club bays - 2012-13
Action 10.4 - The Mayor will use powers under the London Plan to deliver the infrastructure to support further use of public transport, including supporting development that generates high levels of trips only at locations with high levels of public transport accessibility; and continuing to explore opportunities to integrate development with interchange enhancements, particularly around major rail and underground stations.	GLA		Ongoing
Action 10.5 - The Mayor will empower individuals to cycle by: delivering the Barclays Cycle Hire scheme, which will expand to include an additional 2,000 bikes and 4,200 docking stations in time for the London 2012 Olympic and Paralympic Games; delivering Barclays Cycling Superhighways from outer London to central London; improving cycle infrastructure; delivering free cycle training; working with employers to promote cycling to employees; and, through the London Plan, introducing minimum standards for the provision of cycle parking facilities at new developments in London.	TfL		Docking stations – 2012 Superhighways – 2013 Cycle training and cycle provision – Ongoing
Action 10.6 - The Mayor will encourage more walking trips by improving the quality of the walking environment, and providing better information on walking through further rollout of the Legible London way-finding system.	TfL		Ongoing

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Action 10.7 - The Mayor will continue to: support Delivery and Servicing Plans and Construction Logistics Plans to reduce the number of freight journeys; adopt planning requirements for Delivery and Servicing Plans and Construction Logistics Plans for major developments; support new rail freight terminals in or near London; and safeguard wharf sites for water freight.	TfL	Freight operators	Ongoing
Action 10.8 - The Mayor will support the expansion of rail-based alternatives to aviation, including the development of a national high-speed rail network.	GLA	Government	Ongoing
POLICY 11: MINIMISING CO₂ EMISSIONS THROUGH MORE EFFICIENT OPERATION OF TRANSPORT			
Action 11.1 - The Mayor, through TfL, will roll out automatic train operation across the London Underground network.	TfL		Ongoing
Action 11.2 - The Mayor, through TfL, will reduce emissions from vehicles over which he has influence by: implementing eco-driving training for bus drivers and GLA group drivers; introducing by the end of 2011 a requirement that all new taxi drivers must undertake a mandatory eco-driving course before becoming licensed; and working with the private hire vehicle industry to introduce eco-driving training from 2012.	TfL		Bus and GLA group drivers– Ongoing Taxi drivers – 2011 PHV drivers – from 2012
Action 11.3 - The Mayor will make London a no-idling zone for parked vehicles, with a particular focus on buses, coaches, taxis, private hire vehicles and delivery vehicles. He will work with boroughs and other stakeholders to target locations where idling is a particular problem, gathering information on persistent idling vehicles, providing a mechanism for reporting problem idling, and	TfL	London boroughs	Ongoing

Policy and action	Lead organisation responsible for action	Bodies or persons encouraged to deliver outcome of action	Timescale for delivery of outcome
improving enforcement.			
Action 11.4 - The Mayor will promote smarter travel measures aimed at encouraging eco-driving practices and better vehicle maintenance to all drivers to reduce CO ₂ emissions, including by supporting government initiatives such as the Act On CO ₂ campaign.	TfL	Government	Ongoing
Action 11.5 - The Mayor will continue to support the Freight Operator Recognition Scheme and aim for 50 per cent of heavy goods vehicles and vans serving London to be members of the Scheme by 2016.	TfL	Freight operators	2011-2016
Action 11.6 - The Mayor will continue to support the introduction of consolidation centres and break-bulk facilities where appropriate, especially at Strategic Industrial Locations, and encourage more off-peak freight movement.	TfL	Freight operators	Ongoing
Action 11.7 - The Mayor will develop the London freight information portal to improve the performance of freight operators, boroughs and TfL.	TfL		Ongoing
Action 11.8 - The Mayor, through TfL, will optimise the operation of traffic signals, provide enhanced driver information, provide effective co-ordination of planned roadworks through the London Permit Scheme and Mayor's Code of Conduct for Roadworks, and progress the development of a lane rental scheme for roadworks.	TfL	TfL	Ongoing
POLICY 12: MINIMISING CO₂ EMISSIONS FROM TRANSPORT THROUGH THE USE OF LOW CARBON VEHICLES, TECHNOLOGIES AND FUELS			
Action 12.1 - The Mayor will work with partners to reach the milestone of 100,000 electric vehicles on London's streets as soon as possible. The Mayor aims to lead by example and introduce electric	TfL	Private fleet operators, and	Ongoing

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vehicles into the GLA group fleet, and will encourage London boroughs and private fleet operators to follow suit.		car, scooter and motorcycle manufacturers	
Action 12.2 - The Mayor will work with partners, aiming to deliver a network of at least 1,300 publicly accessible charge points by 2013, with the aim of no Londoner being more than a mile from a publicly accessible electric vehicle charge point.	TfL	Private sector	2011-2013
Action 12.3 - The Mayor will catalyse the uptake of electric vehicles by working through the London Electric Vehicle Partnership, the Mayor's Electric 10, and integrating with the nationwide Low Carbon Vehicle Partnership, the global C40 Electric Vehicle Network, and other partners.	TfL	London Electric Vehicle Partnership, Electric 10 Low Carbon Vehicle Partnership, C40 Electric Vehicle Network	Ongoing
Action 12.4 - Through the London Plan, the Mayor will propose minimum levels of charge points in new developments.	GLA	London boroughs and developers	Ongoing
Action 12.5 - The Mayor will work with the London Hydrogen Partnership, London boroughs and through the GLA group to deliver the Hydrogen Action Plan. This includes the ambition to deploy up to 150 hydrogen-powered vehicles in the capital by the end of 2012. Delivery of this will be dependent on market conditions.	GLA	London Hydrogen Partnership, London boroughs, GLA group, and manufacturers	2011-2012

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Action 12.6 - Working through TfL, the Mayor will deliver 300 hybrid buses by the end of 2012, and work with manufacturers and operators to reduce costs of new low carbon buses to maximise the number entering service in London after 2012. The New Bus for London will also be hybrid, with fuel consumption expected to be nearly 40 per cent better than a conventional diesel double decker bus and 15 per cent better than existing hybrid double decker buses.	TfL	Bus manufacturers and operators	300 hybrid buses – 2012 Other - Ongoing
Action 12.7 - The Mayor will collaborate with the taxi manufacturing industry to develop an affordable taxi capable of zero emission operation by 2020. To this end, the Mayor will work with manufacturers to ensure that all new taxis available by 2015 have 60 per cent better fuel economy than vehicles produced in 2010.	TfL	Taxi manufacturers	Vehicle with 60 per cent improvement in fuel economy by 2015 and zero emissions by 2020
Action 12.8 - The Mayor will support the implementation of pricing differentials, based on vehicle emissions, for resident parking permits and parking charges.	GLA	London boroughs	Ongoing
Action 12.9 - The Mayor will encourage the use of low emission vehicles within car clubs, including working with car clubs and boroughs to deliver charge points for car club electric vehicles.	TfL	London boroughs and car clubs	Ongoing
Action 12.10 - The Mayor will encourage further investment to complete the electrification of London's rail network.	TfL	Rail operators and government	Ongoing
Action 12.11 - The Mayor will encourage further regenerative braking on London's rail networks	TfL		Ongoing

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and work towards achieving regenerative braking across the entire London Underground network.			
Action 12.12 - The Mayor will convert London's traffic signals to Light Emitting Diode (LED) technology and investigate the use of LED and innovative lighting technology within tunnels on the TfL Road Network, as well as within subways and street lighting.	TfL		Ongoing
Action 12.13 - The Mayor will promote the use of sustainable biofuels that can demonstrate substantial CO ₂ and air quality pollutant emissions savings over fossil fuels, including developing, supporting and promoting partnerships and trials, leading to the advanced development, commercialisation and market penetration of sustainable biofuels.	TfL	Private sector	Ongoing
POLICY 13: SETTING CHALLENGING CO₂ EMISSIONS REDUCTION TARGETS, AND MEASURING AND PUBLICLY REPORTING CO₂ EMISSIONS			
Action 13.1 - Set interim CO ₂ emissions reduction targets up to 2025 in line with those set in this strategy.	GLA group		2011-2013
Action 13.2 - Use a comparable methodology for measurement and reporting of CO ₂ emissions across the GLA group.	GLA group		2012
Action 13.3 - Measure and publicly report CO ₂ emissions from energy use through the CRC Energy Efficiency Scheme.	GLA group		Ongoing from 2011
Action 13.4 - Investigate how carbon is considered in internal decision-making.	GLA group		2012-2013
POLICY 14: MINIMISING ENERGY USE AND CO₂ EMISSIONS FROM GLA GROUP BUILDINGS			
Action 14.1 - Retrofitting GLA group buildings with energy efficiency measures, including through involvement in RE:FIT, conducting regular carbon audits, and implementing recommendations from	GLA group		Ongoing from 2011

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the audits.			
Action 14.2 - Strengthening and further developing environmental awareness programmes for employees to help them use buildings in more energy efficient ways.	GLA group		Ongoing from 2011
Action 14.3 - Reviewing the energy efficiency of equipment as part of building equipment replacement programmes and contract renewal, focusing on energy-intensive equipment where the greatest savings can be delivered.	GLA group		Ongoing from 2011
Action 14.4 - Completing Display Energy Certificates for all GLA group buildings.	GLA group		2013
Action 14.5 - Adopting the LDA's Sustainable Design and Construction Standards for new buildings and for major retrofitting of GLA group buildings.	GLA group		Ongoing
Action 14.6 - Exceeding carbon reduction targets set out in the London Plan for new development, working towards national requirements for zero carbon non-domestic buildings from 2019.	GLA group		Ongoing from 2011
Action 14.7 - Examining the potential for low and zero carbon microgeneration technologies within existing buildings.	GLA group		Ongoing from 2011
Action 14.8 - Investigating the potential to catalyse local multi-development and area-wide decentralised energy schemes by committing existing buildings to become heat customers for locally developed projects, offering land for energy equipment, and providing assistance, where possible, in project development.	GLA group		Ongoing from 2011
POLICY 15: MINIMISING CO₂ EMISSIONS FROM TRANSPORT IN THE GLA GROUP			
Action 15.1 - Minimising business car and air mileage.	GLA group		Ongoing

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Action 15.2 - Avoiding all unnecessary air travel and offsetting any remaining air travel.	GLA group		Ongoing from 2011
Action 15.3 - Ensuring the provision of cycle parking facilities in all buildings where practical.	GLA group		Ongoing from 2011
Action 15.4 - Working with existing GLA suppliers and reviewing supplier contracts to increase the use of low carbon vehicles.	GLA group		Ongoing from 2011
Action 15.5 - Working through TfL, and in collaboration with London boroughs, stakeholders, and major fleet operators in the GLA group to promote CO ₂ standards for vehicles to reduce emissions from existing and new vehicles.	TfL	London boroughs and GLA group fleet operators	Ongoing from 2011
Action 15.6 - TfL and GLA group employees who drive for work will undergo eco-driver training.	GLA group		Ongoing from 2011
Action 15.7 - Promoting national and regional vehicle maintenance campaigns, such as the Act On CO ₂ campaign, to GLA group employees.	GLA group	Government	Ongoing from 2011
POLICY 16: MINIMISING INDIRECT EMISSIONS AND STIMULATING MARKETS FOR LOW CARBON GOODS AND SERVICES			
Action 16.1 - Expand the number of suppliers included in future measurements of the GLA group's scope 3 emissions.	GLA group responsible procurement	GLA group suppliers	2012-2013
Action 16.2 - Implement the climate change elements of the GLA group's responsible procurement policy.	GLA group		Ongoing from 2011
Action 16.3 - Stimulate demand for recycled and low carbon products through the Mayor of	GLA group	Mayor of	Ongoing from

Policy and action	Lead organisation responsible for action	Bodies or persons encouraged to deliver outcome of action	Timescale for delivery of outcome
London's Green Procurement Code.		London's Green Procurement Code	2011
Action 16.4 - Use the central responsible procurement team to explore the availability of low carbon technologies and products being developed by London-based businesses.	GLA group responsible procurement		From 2012
Action 16.5 - Make available the contract models that have been developed for procurement of low carbon services through RE:FIT and the electric vehicle programme to the wider public and private sector to significantly increase the ease with which they can procure similar services.	GLA		Ongoing from 2011
Action 16.6 - Work with the London boroughs, the wider UK public sector, and internationally through partners such as Eurocities, ICLEI and the C40 to actively promote best practice on low carbon procurement, including through the responsible procurement website.	GLA group responsible procurement	Eurocities, ICLEI and the C40	Ongoing from 2011
Action 16.7 - Continuing to signpost GLA group suppliers to Mayoral climate change programmes and the Mayor of London's Green Procurement Code.	GLA	Mayor's Green Procurement Code	Ongoing from 2011
POLICY 17: MEASURING LONDON'S CO₂ EMISSIONS			
Action 17.1 - The Mayor will continue to publish the London Greenhouse Gas Inventory (LEGGI) online every year.	GLA		Ongoing from 2011
Action 17.2 - The Mayor will produce an annual report on London's progress on meeting its CO ₂ emissions reduction target, including annual estimated CO ₂ emissions, and progress on Mayoral climate change mitigation programmes.	GLA		Ongoing from 2012
Action 17.3 - The Mayor will measure London's scope 3 indirect CO ₂ emissions.	GLA		2012

Endnotes

ⁱ Since the public consultation draft of this strategy, it has been announced that the London Development Agency is to be abolished on 1 April 2012 under proposals in the Localism Bill. Those actions previously allocated to the LDA have been re-allocated to the GLA and other partners as appropriate.