

MAYOR OF LONDON

The GLA's ESF Co-Financing Programme

Sustainable Development Implementation Plan



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The GLA's ESF Co-Financing Programme Sustainable Development Implementation Plan

Greater London Authority CFO

The GLA is committed to promoting sustainable development and the application of policies to support and promote these aims within the Mayor's ESF 2019-23 Programme. This Implementation Plan has been developed to ensure compliance internally within the CFO team, and by providers entering into contracts and agreements with the GLA to deliver projects funded through the Mayor's ESF 2019-23 Programme, and their sub-contractors and delivery partners. The Implementation Plan specifically covers the following areas:

- a) Minimising waste;
- b) Minimising energy consumption
- c) Minimising use of travel and promoting use of public or green transport where travel is unavoidable

AREA OF FOCUS	OBJECTIVE	EVIDENCE	MONITORING	RESPONSIBILITY	REVIEWING RESPONSIBILITY
WASTE					
GLA	Sustainable Development (SD) Policy and Implementation Plan meeting basic ESF requirements	The GLA's ESF Co-Financing Programme, specific Sustainable Development policy and Implementation Plan	The GLA's ESF Co-Financing Programme specific SD Policy & Implementation Plan agreed by the European Programmes Management Unit (EPMU). GLA Skills and Employment (S&E) Team (CFO) periodically review the SD Policy and Implementation Plan and update as required. All changes reviewed by EPMU.	GLA S&E Team (CFO)	GLA S&E Team (CFO)
	Minimisation of waste	The Mayor's waste policy seeks to reduce the amount of municipal waste	Competency Framework guidelines in place (http://intranet.london.gov.uk/conte)	Office/team Induction: GLA S&E Delivery	GLA S&E Team (CFO).

AREA OF FOCUS	OBJECTIVE	EVIDENCE	MONITORING	RESPONSIBILITY	REVIEWING RESPONSIBILITY
		<p>produced, increase the amount of waste reused, recycled or composted, and generate low carbon energy from waste remaining. (https://www.london.gov.uk/what-we-do/environment/waste-and-recycling/waste-policy).</p> <p>Example practical activities in relation to this ESF programme include: using email to send out meeting documents, double sided printing, using existing equipment, all CFO staff made aware of recycling facilities available in all GLA offices.</p> <p>GLA staff induction for new staff and updates for existing staff. Behaviours on responsible use of resources (including reducing impact on the environment) are integrated within the competency framework which forms part of the annual performance review and personal development</p>	<p>nt/competency-framework-guidelines) and training available for all managers and staff on the competency framework as part of the annual performance review process. All available for review by EPMU and/or relevant audit authority/ies).</p> <p>Waste information is recorded by GLA* and published on a monthly basis and is available to EPMU or auditors on request.</p>	<p>team(s) (CFO)</p> <p>Competency framework: GLA HR Team (all teams within GLA are required to implement corporate procedures).</p> <p>Baseline waste information: GLA Facilities Management (FM) Team.</p>	<p>GLA HR Team.</p> <p>GLA FM Team.</p>

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		<p>planning.</p> <p>The waste in the GLA's offices at City Hall and Union Street is segregated in accordance with the instructions and colour coding on the bins. The GLA aims to recover or recycle 70% of its waste.</p> <p>Basic baseline information on weight of incoming and outgoing mail and waste generated, covering waste generated by type and level of waste recycled (including food composting), is available at programme start date and is regularly updated.*</p>			
	GLA will comply with WEEE	<p>Confirmation within the SD policy that WEEE will be complied with.</p> <p>Basic baseline WEEE information is available at programme start date and is regularly updated.*</p>	<p>The GLA's ESF Co-Financing Programme specific SD policy agreed by EPMU.</p> <p>WEEE information is recorded by GLA* and published on a monthly basis and is available to EPMU or auditors on request.</p>	<p>SD Policy: GLA S&E Team (CFO).</p> <p>Baseline WEEE information: GLA FM Team.</p>	<p>GLA S&E Team (CFO).</p> <p>GLA FM Team.</p>
	GLA will dispose of waste via a registered	Confirmation within the SD policy that a registered	The GLA's ESF Co-Financing Programme specific SD policy	SD Policy: GLA S&E Team (CFO).	GLA S&E Team (CFO).

AREA OF FOCUS	OBJECTIVE	EVIDENCE	MONITORING	RESPONSIBILITY	REVIEWING RESPONSIBILITY
	waste collector	waste contractor will be used.	agreed by EPMU.	Appointment of waste contractor(s): GLA FM Team.	GLA FM Team.
Providers	Sustainable Development and Implementation Plans throughout supply chain meeting basic ESF requirements.	Provider has project-specific SD policy and implementation plan.	Confirmation that provider has project specific SD Policy and Implementation Plan in place prior to start of delivery. Confirmation, during monitoring visits, by GLA S&E Delivery Teams that provider's SD policy and plan are in place and regularly reviewed by provider.	Provider	GLA S&E Delivery Teams (CFO)
	Minimisation of waste	Provider's induction for staff covers waste minimisation activity (e.g. using email to send out meeting documents, double-sided printing, using existing equipment, use of recycling facilities). Provider collects basic baseline waste information at project start date and reviews the situation annually.	Confirmation by GLA S&E Delivery Teams that provider's staff induction covers SD policy and implementation plan and existing staff are also informed. Confirmation by GLA S&E Delivery Teams prior to delivery start date that provider has supplied baseline information for provider and any sub-contractors/sub-grantees (e.g. basic measurements such as waste recycled (for waste disposal records), number of printer/toner cartridges used (based upon supplies ordered/recycled)).	Provider	GLA S&E Delivery Teams (CFO)

AREA OF FOCUS	OBJECTIVE	EVIDENCE	MONITORING	RESPONSIBILITY	REVIEWING RESPONSIBILITY
			Confirmation as part of regular monitoring by GLA S&E Delivery Teams that provider undertakes annual review of waste information (against baselines) and compares with previous year's information.		
	Confirmation that provider will comply with WEEE	Confirmation in provider's SD policy that WEEE will be complied with.	Confirmation by GLA S&E Delivery Teams prior to project start date that provider's project specific SD policy confirms that WEEE will be complied with.	Provider	GLA S&E Delivery Teams (CFO)
	Confirmation that provider will dispose of waste via a registered waste collector	Confirmation within the provider's SD policy that a registered waste contractor will be used. Evidence from provider that their waste contractor is registered.	Confirmation by GLA S&E Delivery Teams prior to project start date that provider's project specific SD policy confirms that provider will dispose of waste using a registered waste contractor. Confirmation as part of regular monitoring by GLA S&E Delivery Teams that provider has used a registered waste contractor (e.g. copy of waste contract demonstrating that registered waste provider used).	Provider	GLA S&E Delivery Teams (CFO)
Sub-contractor /Sub-grantee	SD and Implementation Plan meeting basic ESF requirements	Sub-contractor has project-specific SD policy and implementation plans	Confirmation from provider that their sub-contractors have project specific SD policies and implementation plans in place prior to start of delivery.	Sub-contractor/Sub-grantee	Provider

AREA OF FOCUS	OBJECTIVE	EVIDENCE	MONITORING	RESPONSIBILITY	REVIEWING RESPONSIBILITY
			<p>GLA S&E Delivery Teams to confirm during regular monitoring visits that evidence is in place to confirm provider checked this.</p>		
	<p>Minimisation of waste</p>	<p>Sub-contractor's induction for staff covers waste minimisation activity (e.g. using email to send out meeting documents, double-sided printing, using existing equipment, use of recycling facilities).</p> <p>Sub-contractor collects basic baseline waste information at project start date and reviews the situation annually.</p>	<p>Confirmation from provider that sub-contractors have a staff induction in place covering SD policy and implementation plan prior to commencement of delivery and existing staff are also informed.</p> <p>Confirmation by provider prior to delivery start date that sub-contractor has supplied baseline information (e.g. basic measurements such as waste recycled (for waste disposal records), number of printer/toner cartridges used (based upon supplies ordered/recycled)).</p> <p>Confirmation by provider that sub-contractor undertakes an annual review of waste information (against baselines) and compares with previous year's information.</p> <p>GLA S&E Delivery Teams to confirm during regular monitoring visits that evidence is in place to confirm provider checked this.</p>	<p>Sub-contractor/Sub-grantee</p>	<p>Provider</p>

AREA OF FOCUS	OBJECTIVE	EVIDENCE	MONITORING	RESPONSIBILITY	REVIEWING RESPONSIBILITY
	Confirmation that sub-contractor will comply with WEEE	Confirmation in sub-contractor's SD policy that WEEE will be complied with.	Confirmation from provider that sub-contractor's project specific SD policy shows they confirm that WEEE will be complied with prior to commencement of delivery. GLA S&E Delivery Teams to confirm during regular monitoring visits that evidence is in place to confirm provider checked this.	Sub-contractor/Sub-grantee	Provider
	Confirmation that sub-contractor will dispose of waste via a registered waste collector	Confirmation within the sub-contractor's SD policy that a registered waste contractor will be used. Evidence from sub-contractor that their waste contractor is registered.	Confirmation by provider prior to project start date that sub-contractor's project specific SD policy confirms that they will dispose of waste using a registered waste contractor. GLA S&E Delivery Teams to confirm during regular monitoring visits that evidence is in place to confirm provider checked this.	Sub-contractor/Sub-grantee	Provider
ENERGY					
GLA	Energy use is minimised through all project establishments	The Mayor aims for London to be a zero carbon city by 2050, with energy efficient buildings, clean transport and clean energy as set out in the Mayor's sustainable development policy (https://www.london.gov.uk/what-we-	Examples of induction and updates for staff including communications relating to specific campaigns to target reduction in energy use can be provided to EPMU or auditors on request. Competency Framework guidelines in place	Office/team Induction: GLA S&E Delivery team(s) (CFO) Competency framework: GLA HR Team (all teams within GLA	GLA S&E Team (CFO). GLA HR Team. GLA FM Team.

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		<p>do/environment/london-environment-strategy).</p> <p>Example practical activities in relation to this ESF programme include: Induction for new staff including things such as “switch it off”, and reminders/updates for existing staff (e.g. through ‘intranet blogs’ such as this one http://intranet.london.gov.uk/node/14557).</p> <p>Behaviours on responsible use of resources (including reducing impact on the environment) are integrated within the competency framework which forms part of the annual performance review and personal development planning.</p> <p>Basic baseline information on energy consumption (electricity and gas) at City Hall is available at programme start date and is regularly updated.*</p>	<p>(http://intranet.london.gov.uk/content/competency-framework-guidelines) and training available for all managers and staff on the competency framework as part of the annual performance review process. Available for review by EPMU and/or relevant audit authority/ies).</p> <p>Energy consumption information is updated by the GLA FM team on a monthly basis* and is available to EPMU or auditors on request.</p>	<p>are required to implement corporate procedures).</p> <p>Baseline energy consumption information: GLA FM Team.</p>	

AREA OF FOCUS	OBJECTIVE	EVIDENCE	MONITORING	RESPONSIBILITY	REVIEWING RESPONSIBILITY
Provider	Commitment that energy use is minimised through all project establishments	<p>Provider's induction and/or internal communications to staff and participants covers minimisation of energy use through actions such as "switch it off" or equivalent.</p> <p>Provider collects basic baseline energy usage information (e.g. from energy bills) at project start date and reviews the situation annually.</p>	<p>Confirmation by GLA S&E Delivery Teams that provider's staff and participant induction and/or internal communications cover minimising/reducing energy usage.</p> <p>Confirmation by GLA S&E Delivery Teams prior to delivery start date that provider has supplied baseline information (e.g. information from energy bills).</p> <p>Confirmation as part of regular monitoring by GLA S&E Delivery Teams that provider undertakes annual review of energy use information and compares with previous year's information.</p>	Provider	GLA S&E Delivery Teams (CFO)
Sub-Contractor/ Sub-grantee	Commitment that energy use is minimised through all project establishments	<p>Sub-contractor's induction and/or internal communications to staff and participants covers minimisation of energy use through actions such as "switch it off" or equivalent.</p> <p>sub-contractor collects basic baseline energy usage information (e.g. from energy bills) at project start date and reviews the</p>	<p>Confirmation by provider that sub-contractor/sub-grantee's staff and participant induction and/or internal communications cover minimisation of energy use (e.g. shutting down computers, turning off lights etc.)</p> <p>Confirmation by provider prior to delivery start date that provider has supplied baseline information (e.g. information from energy bills).</p> <p>Confirmation by provider that sub-</p>	Sub-contractor / sub-grantee	Provider

AREA OF FOCUS	OBJECTIVE	EVIDENCE	MONITORING	RESPONSIBILITY	REVIEWING RESPONSIBILITY
		situation annually.	contractor undertakes annual review of energy use information and compares with previous year's information. GLA S&E Delivery Teams to confirm during regular monitoring visits that evidence is in place to confirm provider checked this.		
TRAVEL AND TRANSPORT					
GLA	Minimisation of travel through use of video and telephone conference calls where practicable.	GLA CFO offices (City Hall and Union Street) include facilities for video and teleconferencing. Training is available for staff on use of these facilities and all staff are advised about flexible and remote working options/facilities during induction and through regular internal communications.	Examples of induction, training updates for staff including communications relating specifically to digital technologies for meetings etc. can be provided to EPMU or auditors on request.	GLA S&E Team (CFO).	GLA S&E Team (CFO).
	Encourage staff to make use of public transport (trains, buses and underground) or green transport options (walking, cycling).	The Mayor is committed to the use of public transport and all GLA staff are expected to walk, cycle or use public transport) for work purposes wherever possible (rather than taxis, private cars or air travel where relevant) - see the	Examples of induction information and internal communications to staff related to transport options can be provided to EPMU and/or auditors on request.	GLA S&E Team (CFO).	GLA S&E Team (CFO).

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		<p>GLA Expenses and Benefits Framework: http://intranet.london.gov.uk/sites/default/files/intranetfiles/expenses_benefits_framework_-_v1.1_oct_18_final.pdf.</p> <p>GLA staff induction and internal communications include information on travel for work. Behaviours on responsible use of resources (including reducing impact on the environment) are integrated within the competency framework which forms part of the annual performance review and personal development planning.</p> <p>The GLA has secure cycle facilities, pays mileage for own cycle use, and Union Street staff have access to Santander cycles for work use.</p>			
Provider	Minimisation of travel through use of video and telephone conference calls	Provider's induction and/or internal communications promote minimisation of staff travel through use of technology where	Confirmation as part of regular monitoring by GLA S&E Delivery Teams that provider's staff induction and/or internal communications cover	Provider	GLA S&E Team (CFO).

AREA OF FOCUS	OBJECTIVE	EVIDENCE	MONITORING	RESPONSIBILITY	REVIEWING RESPONSIBILITY
		practicable.	technological alternatives to minimise travel.		
	Encourage staff and participants to make use of public transport (trains, buses and underground) or green transport options (walking, cycling).	Provider's induction and/or internal communications and/or expenses policies for staff and participants promote use of green/public transport options where practical.	Confirmation as part of regular monitoring by GLA S&E Delivery Teams that provider's induction, expenses policies and/or internal communications encourage staff and participants to use public and green transport options where practical.	Provider	GLA S&E Team (CFO).
Sub-contractor / Sub-grantee	Minimisation of travel through use of video and telephone conference calls	Sub-contractor's induction and/or internal communications promote minimisation of staff travel through use of technology where practicable.	Confirmation by provider that sub-contractor's staff induction and/or internal communications cover technological alternatives to minimise travel. GLA S&E Delivery Teams to confirm during regular monitoring visits that evidence is in place to confirm provider checked this.	Sub-Contractor / sub-grantee	Provider
	Encourage staff and participants to make use of public transport (trains, buses and underground) or green transport options (walking, cycling).	Sub-contractor's induction and/or internal communications and/or expenses policies for staff and participants promote use of green/public transport options where practical.	Confirmation by provider that sub-contractor's induction, expenses policies and/or internal communications encourage staff and participants to use public and green transport options where practical. GLA S&E Delivery Teams to confirm during regular monitoring visits that evidence is in place to	Sub-Contractor / sub-grantee	Provider

AREA OF FOCUS	OBJECTIVE	EVIDENCE	MONITORING	RESPONSIBILITY	REVIEWING RESPONSIBILITY
			confirm provider checked this.		
COMMUNICATION					
GLA	<p>Programme specific SD Policy and Implementation Plan is communicated to GLA CFO staff and providers and published on the GLA CFO webpages.</p> <p>All CFO staff made aware of their role in adhering to fundamentals set out in the SD policy through staff induction.</p> <p>Providers made aware of their SD obligations.</p>	<p>SD Policy and Implementation Plan are communicated via GLA induction for new CFO staff and internal communications / team meetings etc. for existing staff, as well as being available to providers and participants via the public GLA CFO webpages.</p> <p>The GLA CFO's Grant Agreements and Contracts require that providers and their sub-contractors have in place a suitable SD Policy and implementation plan that meets the ESF requirements as a minimum.</p>	<p>Review of staff induction, webpages and internal communications for existing staff.</p> <p>Provider Grant Agreements and Contract clauses confirm SD requirements.</p>	Team Induction: GLA S&E Delivery teams (CFO)	GLA S&E Team (CFO).
Provider	<p>SD Policy and implementation plan communicated to staff, sub-contractors and participants to ensure they are aware of their role in adhering to fundamentals set out in the SD policy.</p>	<p>Staff and participant induction and updates / internal communications cover SD Policy and Implementation Plan.</p> <p>Sub-contractor SLA covers SD policies and implementation plan.</p>	<p>Confirmation that provider has project specific SD Policy and Implementation Plan in place prior to start of delivery.</p> <p>Confirmation that:</p> <ul style="list-style-type: none"> - staff induction - updates for existing staff - participant induction - sub-contractor SLA 	Provider	GLA S&E Team (CFO).

AREA OF FOCUS	OBJECTIVE	EVIDENCE	MONITORING	RESPONSIBILITY	REVIEWING RESPONSIBILITY
			all incorporate relevant SD Policy and Implementation Plan through review of evidence by GLA S&E Delivery Teams at monitoring visits.		
Sub-Contractor / sub-grantee	SD Policy and implementation plan communicated to staff and participants to ensure all are aware of their role in adhering to the fundamentals in the SD policy	Sub-contractor's staff and participant induction and updates / internal communications cover SD Policy and Implementation Plan.	Confirmation from provider that sub-contractor's: <ul style="list-style-type: none"> - staff induction - updates for existing staff - participant induction all incorporate relevant SD Policy and Implementation Plan. GLA S&E Delivery Teams to review evidence to support provider's confirmation at monitoring visits.	Sub-contractors / sub-grantee	Provider

*The GLA is committed to producing a baseline estimate of its own environmental impact in terms of: waste minimisation, recycling and energy consumption. Due to the size of the organisation it is not possible to disaggregate the information to programme level therefore the data used for baseline for the GLA will be on an organisation level. The information for the baseline is updated on a monthly basis and available on the GLA internal intranet (<http://intranet.london.gov.uk/node/9466>).

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