

# Responsible Procurement

GLA Group Implementation Plan  
2022–2024

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# 1. Introduction

The Greater London Authority (GLA) Group annually procures around £9.5bn worth of products and services. The Mayor is committed to ‘leading by example’, using the scale and diversity of this public spending to improve the lives of Londoners, by creating a fairer and more environmentally sustainable city.

In March 2021 the Mayor republished the GLA Group Responsible Procurement Policy (the RP Policy) following internal review and consultation. This is a high-level strategic policy setting out the GLA Group’s plans, ambitions and commitments for ensuring continuous improvement in London. It is delivered through the Group’s procurement activities, which support the delivery of the Mayor’s commitments and related strategies.

The RP Policy focuses on five key themes:

- improving supply-chain diversity
- embedding fair and inclusive employment practices
- enabling skills, training and employment opportunities
- promoting ethical sourcing practices
- improving environmental sustainability.

Signatories to the RP Policy are the GLA and its functional bodies: Transport for London (TfL); the London Fire Commissioner; the Mayor’s Office for Policing and Crime (MOPAC); the London Legacy Development Corporation; and the Old Oak and Park Royal Development Corporation (OPDC).

The Metropolitan Police Service, which is accountable to the Mayor’s Office for Policing and Crime, is also a signatory to the GLA Group RP Policy. For the purposes of this Plan all references to the GLA Group and functional bodies include the Metropolitan Police Service.

The RP Policy is available online at [www.london.gov.uk/rp-policy](http://www.london.gov.uk/rp-policy).

This Implementation Plan highlights key Responsible Procurement initiatives – it is not an exhaustive review of the community and environmental benefits delivered by the GLA’s programmes (for example, work on buying renewable energy and switching to zero-emission vehicles). For further information on these policies and programmes, please visit the relevant sections of the GLA’s and functional bodies’ websites.

## 2. The purpose of this Implementation Plan

This Implementation Plan sets out the actions that the GLA Group has prioritised to deliver the RP Policy themes between now and 2024.

In accordance with a risk and opportunity-based approach, this Plan seeks to focus resources on those areas that have the greatest impact in terms of achieving the objectives of the RP Policy. In so doing, we will also work closely with a wide range of our suppliers and other stakeholders to support delivery of lasting positive change throughout our supply chains.

### **London's recovery programme and anchor institutions**

The health, social and economic impacts of Covid-19 have been devastating for Londoners and for our city as a whole, affecting lives and livelihoods. They have shown, more than ever, the urgent need for us to do business in a way that aligns with the five objectives of our RP Policy; supports high-quality and well-paid jobs, and fair employment practices; helps small and diverse suppliers; encourages skill development; promotes ethical sourcing; and protects and enhances our environment. The Mayor has set an ambition for the GLA Group to be a London leader in responsible procurement, and to use our spending power to pursue the goals of London's recovery from the economic and social impacts of Covid-19.

London's recovery is overseen by a Board jointly led by City Hall and London Councils, and includes many institutional partners representing London's private, public and voluntary sectors alongside trade unions. The Board has identified a particularly important role for our city's anchor institutions such as the GLA, TfL, LFB and the Metropolitan Police Service, to work together to meet our city's grand challenges: to restore confidence in the city; minimise the impacts on communities; and build back better the city's economy and society. Through the new London Anchor Institutions' Charter<sup>1</sup> we join other partners from the NHS, business and faith groups in committing to using our procurement to bring a particular focus on: maximising employment opportunities; helping young people to flourish; and furthering the five key objectives of the recovery programme. These are:

- to reverse the pattern of rising unemployment and lost economic growth caused by the economic scarring of Covid-19
- to narrow social, economic and health inequalities
- to help young people to flourish with access to support and opportunities
- to support our communities, including those most impacted by the virus
- to accelerate delivery of a cleaner, greener London.

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<sup>1</sup>[www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/anchor-institutions-charter](http://www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/anchor-institutions-charter)

These objectives are delivered through the nine missions and six cross-cutting principles of our Recovery Programme.<sup>2</sup> This includes the Mayor’s Green New Deal mission, which will work to ensure London becomes a zero-carbon city by 2030, create good-quality jobs, bring investment to London, and reduce environmental inequalities such as lack of access to green space and poor air quality. Working in partnership with our supply chain and industry will support us to lead a swift and sustainable recovery from this crisis, building a better city for today’s Londoners and for future generations.

## **Social value**

Social value is the economic, social and environmental well-being of our communities, in London and beyond. Through our Responsible Procurement programme, we create social value as part of our purchasing and commissioning activity. Whilst GLA Group procurement is governed by the Public Services (Social Value) Act 2012, the RP Policy requires functional bodies to go beyond compliance and lead by example, routinely considering relevant and proportionate social value outcomes at all stages of the procurement process. This Implementation Plan introduces a Group-wide minimum weighting of 10 per cent of the total evaluation score to be allocated to responsible procurement and social value, for above-threshold<sup>3</sup> contracts.

Indeed, the scale of the recovery challenge ahead makes social value more important than ever. As a set of anchor institutions, the GLA Group can deliver significant social value for London by contracting with small and diverse businesses, and creating employment opportunities in our supply chain for those most affected by the pandemic. The Mayor has committed to full consideration of the maximum social and environmental benefits contracts can deliver as part of a wider community wealth-building agenda.

## **Sustainable Development Goals**

This Implementation Plan aligns with the UN Sustainable Development Goals (SDGs),<sup>4</sup> which are ambitious targets to create transformative improvements by 2030 on issues including decent jobs, inequalities, the environment, and more. The SDGs were agreed unanimously by global leaders in 2015 and provide a universal language for sustainability, and so can have a key role in engaging with international businesses and supply chains. Although the SDGs are global in outlook, they can only be achieved through local action – reflecting the Mayor’s own approach to responsible procurement. By delivering the implementation plan we continue to drive the SDGs through our supply chain.

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<sup>2</sup>[www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/recovery-context](https://www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/recovery-context)

<sup>3</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/850566/PN\\_for\\_New\\_Thresholds\\_2020\\_pdf.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/850566/PN_for_New_Thresholds_2020_pdf.pdf)

<sup>4</sup><https://sdgs.un.org/goals>

### **3. Development of this Implementation Plan**

This Implementation Plan is the collective vision of the GLA Group’s functional bodies, supported by the GLA Group Central Responsible Procurement team (CRPT) and Mayoral policy teams. This is the second RP Implementation Plan, and it has been developed in collaboration with key stakeholders from these organisations. It sets out shared ambitions and common aspirations, while allowing some organisations to exceed these and share best practice in specific RP Policy areas. Owing to the significant variation in spend, scale and complexity of their supply chains, the GLA and each functional body differ in their approaches to procuring goods, services and works. Procurement for the GLA, for example, is managed principally through TfL, which also hosts the GLA Group Collaborative Procurement team. Work over the period of this Implementation Plan will take place to share good practice across the Group, and to encourage a common and consistent, although not necessarily identical, approach going forward.

This Plan will be kept updated to ensure it remains fit for purpose.

### **4. Governance and monitoring**

Responsibility for delivering the RP Policy through direct procurement activity rests primarily with the functional bodies. They will maintain individual action plans that set out the detailed activities to be undertaken in each RP Policy theme, with target completion dates, action owners and expected outputs. These action plans are intended to be ‘live documents’ and will guide progress between now and 2024. Priority activities are summarised by RP Policy theme below.

Functional bodies are supported by the CRPT, hosted by TfL and working across the whole GLA Group. The team provide strategic oversight and lead on cross-cutting programmes of work, as well as giving hands-on support. The CRPT convenes a quarterly Responsible Procurement Forum, bringing together representatives from each of the functional bodies to share good practice and actively address common challenges. This group is informed by the GLA Responsible Procurement Steering Group, comprised of subject-matter experts for each RP Policy theme from across the GLA, which supports the RP programme to deliver good practice and continued alignment with the Mayor’s wider strategies.

The CRPT will continue to support functional bodies to ensure robust and consistent data collection methodologies. In addition, it is intended that narrative reporting and case studies will be utilised to further demonstrate progress, along with contract and functional body-specific metrics where appropriate.

Reporting by functional bodies will take place quarterly. Data will be analysed by the CRPT for trends, risks and opportunities, and presented to the GLA Group Collaborative

Procurement Board, which is responsible for overseeing the implementation and monitoring the performance of the Responsible Procurement programme.

In order to provide independent assurance of our RP systems, the GLA Group's Collaborative Procurement Programme was externally audited under the ISO 20400 Standard for Sustainable Procurement in 2020. This standard is for guidance only, so while no formal certification or rating is available, the audit found that our systems are in line with the standard, perform highly, and are well embedded.

## 5. Key ambitions

The GLA Group is setting five key ambitions to be delivered as part of this Plan:

- 1) A minimum weighting of 10 per cent of the total tender evaluation score will be allocated to responsible procurement and social value for all GLA Group above-threshold contracts.
- 2) The GLA Group will create 500 supply-chain apprenticeship starts per annum, with progress towards apprentices reflecting London's diversity.
- 3) The GLA Group will work towards purchasing 20% of goods and services from small and medium-sized enterprises (SMEs), directly or indirectly within the supply chain.
- 4) The GLA Group will double the number of our suppliers accredited to the Good Work Standard, increasing this from 26 to 52.
- 5) The GLA Group will require every new contract over £5m in value to produce an organisational Carbon Reduction Plan; and we will include evaluation criteria in these tenders to encourage bidders to demonstrate their contribution towards London's ambition of being net-zero by 2030.

## 6. Responsible procurement policy themes

The implementation actions we will be undertaking with respect to each theme of the Policy are detailed in this section, accompanied by related performance measures. Where possible, targets have been listed. Best practice and leadership activities exhibited by individual functional bodies in specific RP Policy areas will be shared and implemented across the group through the CRPT.

## 1. Improving supply-chain diversity

The Mayor’s Equality, Diversity and Inclusion strategy commits the GLA Group to ‘lead by example’, to ensure that our procurement, commissioning and investment processes are accessible and inclusive to support community-led regeneration, and to encourage supplier diversity. This includes, but is not limited to, businesses led by women; Black, Asian and minority ethnic people; and disabled people.

In 2020 the Mayor declared the GLA a committedly anti-racist organisation. The GLA, along with MOPAC, committed to evaluating the diversity in our supply chain, understanding our baseline, setting targets for improvement, and taking action to improve representation.

The GLA, London Fire Brigade, the Metropolitan Police Service and TfL are also founding signatories of the London Anchor Institution Charter. They have committed to using their procurement power to support small and diverse businesses, working Londoners and young people most affected by the pandemic.

All of these initiatives will build on the Responsible Procurement team’s engagement in the specific impacts and challenges facing diverse-owned businesses, and small and medium-sized enterprises (SMEs). In 2021, a GLA Group Small and Diverse Business Procurement Action Plan was agreed by functional bodies to support removing barriers for small and diverse businesses entering the GLA Group supply chain, driving the target to increase spend with SMEs.

Performance measure	Scope	Frequency
Number and % of SME suppliers	All suppliers	Annually
£ and % of spend with SMEs, demonstrating an improvement towards the long-term target of 20% spend: <ul style="list-style-type: none"> <li>• direct spend with SMEs</li> <li>• spend with SMEs by our subcontractors</li> </ul>	All suppliers	Annually
% of SME invoices paid within 10 working days	All suppliers	Quarterly
% of suppliers paying over 95% of invoices within 60 days in at	Key suppliers	Annually

Performance measure	Scope	Frequency
least one of the previous two reporting periods		
Number of GLA Group suppliers that are signatories to the Prompt Payment Code	Key suppliers	Annually
Supplier diversity <sup>5</sup> – performance to be baselined as soon as possible.	All suppliers	Annually

### Key actions

- Monitor total spend with SMEs and diverse businesses, to be reported by functional bodies for financial period 2022/23 onwards, including indirect spend with subcontractors at tier two and below. This will provide baseline data to support the setting of targets for improving supply-chain diversity; and allow us to monitor SME spend to demonstrate improvement towards the target of 20 per cent of spend to be with SMEs.
- Develop capability to monitor spend with local, micro, small and VCSE businesses, in alignment with the work of the Anchor Institutions procurement workstream, in order to identify a baseline and be in a position to agree targets in future years.
- Implement changes to procurement processes to address barriers to small and diverse business. This will include the following:
  - The GLA Architecture + Urbanism (A+U) framework has implemented a Diversity Action Plan to address the barriers to under-represented suppliers entering our supply chain and promote equality of opportunity in accessing contracts within this framework. This will start to deliver results when procurement of the framework is complete in November 2022. The Diversity Action Plan underpins all decisions and proposals for the A+U Framework, and ensures that all aspects of the framework under GLA control are non-exclusionary. Specific action plan items include reserving spaces on each framework lot specifically for micro and/or small enterprises; hosting supplier procurement engagement events; promoting emerging talent; and holding large suppliers to their diversity commitments.
  - The OPDC to trial use of the recent provision for reserving contracts for localised, small and diverse (SME/VCSE) businesses by 2022/23.

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<sup>5</sup> Business ownership to be defined as those owned/led by over 50% majority women, ethnic minorities, disabled persons, LGBTQIA+

- The ‘Inclusive Commissioning Protocol’ was developed by the GLA Skills and Employment unit in March 2022, and this will now be implemented to ensure that all the commissioning and procurement delivered using skills budgets (including the Adult Education Budget) is used as a lever to encourage workforce equality and encourage supplier diversity.
- As part of the London Anchor Institution commitments, the GLA will support GLA Group members in reviewing procurement processes for accessibility by small and diverse-owned business and trialling the reserving of below-threshold procurements specifically for SMEs and VCSEs. It will also aggregate and publicise opportunities for small and diverse suppliers to enter the GLA Group supply chain, support them to become “supplier ready”, and create a forum for anchor institutions to engage small and diverse suppliers. In addition, the following applies:
  - The Metropolitan Police Service is developing both category pipelines and multi-year commercial category strategies, which it started publishing in 2022. The Metropolitan Police Service launched its Commercial Lifecycle Management system in January 2021 to enable its sourcing, contract management and risk management activities, and will explore how it can unlock opportunities from small and diverse business across the City – either directly or via its largest suppliers, when applicable.
  - CRPT will procure a research and feasibility study on a GLA group risk-based approach to indemnity insurance and other financial/ contractual requirements for SME suppliers to further understand and remove disproportional barriers. It will also look at opportunities to encourage larger suppliers to purchase more from small and diverse businesses, and will partner with small business support providers to identify, filter and match SME suppliers to supply-chain opportunities, including those relating to the circular economy.
- Work with external partners including London Business Hub, to identify suitable contracts and support SMEs to enter the supply chain through interventions including:
  - early market engagement and targeted “meet the buyer/supplier” events
  - upskilling for the implementation of social value, innovation and RP solutions such as circular economy outcomes and decarbonisation.
- Monitoring of tier-one supplier behaviours, such as payment practices, to prevent or mitigate negative practices towards sub-contractors.

## **2. Embedding fair and inclusive employment practices**

The Mayor has committed to using the RP policy to drive up pay and conditions in companies paid to deliver services for London. The Mayor expects all employers to be willing to have a trade union recognition agreement for all their employees.

We promote best practice and good work opportunities in our supply chain through the Mayor’s Good Work Standard, which sets benchmarks for fair pay and contracts, healthy workplaces, skills and progression, diversity and recruitment. The inclusive employers toolkit supports employers to promote diversity and inclusion; produce strategies for recruitment and retention of under-represented groups; take swift action in response to

claims of racism or discrimination; and provide clear pathways to promotion for under-represented groups.

Performance measure	Scope	Frequency
Number of suppliers signed up to the Good Work Standard	All suppliers	Quarterly
Average reported gender pay gap	Key suppliers	Annually
Number and percentage of key suppliers reporting ethnicity pay gap	Key suppliers	Annually
Number of workers in the supply chain benefiting from the London Living Wage	All suppliers	Annually
Number of suppliers accredited as a Living Wage Employer by the Living Wage Foundation	All suppliers	Annually

### Key actions

- Promote the Workforce Integration Network inclusive employers toolkit<sup>6</sup> to suppliers where relevant, including:
  - encouraging all new GLA Group contracts with a significant workforce or large contract to adopt the “commitment” actions in the inclusive employers toolkit.
  - requiring suppliers to demonstrate their commitments to equality, diversity and inclusion, particularly the toolkit’s focus on supporting young Black men and other under-represented groups into the workplace. This will include Diversity and Inclusion Action Plans, ethnicity pay gap reporting and specific action on under-represented groups in their organisation.
- Continue to make the Mayor’s Good Work Standard part of public procurement by requiring suppliers in relevant contracts to complete the self-assessment, and to demonstrate continuous improvement over the course of the contract in meeting the achievement and excellence levels of the standard.
- Functional bodies to support London’s commitment to become a Living Wage City Region over 2022 to 2024 through:

<sup>6</sup><https://www.london.gov.uk/what-we-do/communities/workforce-integration-network-win>

- promoting the Living Wage Foundation accreditation to their suppliers
- working with the GLA and MOPAC across the grants and commissioning programme to attain Living Wage Funder status
- adopting the principles of the Living Hours campaign, working with the Living Wage Foundation to pursue accreditation.
- Encourage suppliers to comply with their obligations concerning trade union recognition, and to have trade union recognition agreements with their employees, using GLA procurement to do so where lawful and practicable.
- Work with external bodies and key suppliers to develop a pilot for ethnicity pay gap reporting and action plans, with a view to establishing a baseline by the end of 2022 against which progress can be tracked and appropriate interventions designed.
- By the end of December 2023, 75 per cent of TfL key suppliers to disclose their workforce diversity data through the Diversity Data Benchmarking initiative, in which Highways England, Network Rail and HS2 are also participating (interim target: 65 per cent by the end of December 2022).

### **3. Enabling skills, training and employment opportunities**

Whilst London has a more highly qualified population than the rest of England overall, it faces persistent inequalities in skills and labour market outcomes across different population groups. A combination of education, skills, transport accessibility, health, social and childcare barriers affect outcomes. As well as being a fundamental driver of economic growth, gaining new skills also significantly contributes to wellbeing and social development, providing people with the opportunities and confidence to participate in society and to lead happy, healthy lives.

Covid-19 has further exposed and exacerbated these structural inequalities. It has exploited and disproportionately affected people with underlying health conditions and disabilities; young people; those living in crowded and poor housing; those in the lowest-paid jobs; and Black, Asian and minority ethnic Londoners. With London facing the highest unemployment rate in decades, and as social and economic changes such as the UK's exit from the European Union, the climate crisis, increasing automation and digitisation of roles, and the Covid-19 pandemic start to shape our future, training and skills will be more important than ever for people looking for work, needing to change their career path or needing support with their health and wellbeing.

The RP Policy requires functional bodies to focus on training and employment opportunities in relevant contracts. They will work with our supply chain to address skills shortages in key industry sectors and under-representation of diverse groups; and target relevant opportunities to people experiencing barriers to employment.

Performance measure	Scope	Frequency
Number of apprenticeship starts. Breakdown to include: <ul style="list-style-type: none"> <li>• % workless</li> <li>• % female</li> <li>• by ethnicity</li> <li>• % disabled persons</li> <li>• % 'green' apprenticeships</li> </ul>	All suppliers in relevant contracts	Quarterly
Number of job starts. Breakdown to include: <ul style="list-style-type: none"> <li>• % workless</li> <li>• % female</li> <li>• by ethnicity</li> <li>• % disabled persons</li> <li>• % 'green' jobs</li> </ul>	All suppliers in relevant contracts	Quarterly
% apprenticeship completions and retentions	All suppliers in relevant contracts	Annually

### Key actions

- The GLA Group will create 500 supply-chain apprenticeship starts per annum, with progress towards the aim of all new supply-chain apprenticeships to be reflective of London's diversity.
- Skills and employment contractual requirements will be amended where appropriate to drive the creation of green skills and employment.
- Functional bodies will encourage suppliers to participate in pre-employment and work experience programmes, aimed at bringing those who have been most affected by the pandemic into employment. These groups include:
  - those who have become newly unemployed due to the pandemic
  - young unemployed Londoners
  - long-term unemployed and workless individuals
  - people from under-represented groups or disadvantaged backgrounds.
- The TfL Supplier Skills Team will deliver four pre-employment and work experience programmes per year, in partnership with suppliers and third-sector employability organisations. The team will host a recruitment fair during National Apprenticeship Week, at which functional bodies and their supply chains will promote apprenticeship and employment opportunities to candidates with barriers to work. All of these interventions will be targeted so as to create social mobility, and address under-representation and inequalities.

#### 4. Promoting ethical sourcing practices

The Ethical Trading Initiative’s Base Code, or equivalent, is the standard set for suppliers to support working conditions that are legal, fair and safe. Adopting a risk and opportunity-based approach, the RP Policy requires functional bodies to identify areas of spend where there may be a high risk of poor working conditions, modern slavery, forced labour, human rights abuses, sourcing from conflict-affected areas, or negative impacts on security and crime. Transparency is the watchword when conducting human rights due diligence in supply chains, and we are committed to a process of continuous improvement, reflecting existing and emerging legislation and guidance.

Performance measure	Scope	Frequency
% of high and medium risk suppliers that have completed the Modern Slavery Assessment Tool (MSAT)	High and Medium Risk suppliers	Annually
% of high and medium risk suppliers that have completed the MSAT achieving a minimum score of 70%	High and Medium Risk suppliers	Annually
% of procurement and commercial staff trained		Annually (dependent on access to user reports from the Home Office)

#### Key actions

- Improve performance of all GLA Group key suppliers, and those assessed to be medium and to high risk, in eradicating the risks of modern slavery in their organisations and their supply chains.
  - All GLA Group key suppliers to be risk-assessed using the Cabinet Office Risk Assessment Template.
  - All GLA Group suppliers who have been assessed to be high and medium risk to be invited to complete the UK Modern Slavery Assessment Tool and develop an improvement plan based on MSAT recommendations by October 2022.
  - All GLA Group suppliers who have been assessed to be high and medium risk, to achieve an MSAT score of a minimum 70 per cent by March 2024.
- Increase internal awareness and capability to address modern slavery risks for GLA Group staff through training and learning.

- All GLA Group commercial and procurement staff to complete modern slavery training, such as the Home Office developed e-learning module by April 2023.
- All relevant GLA Group commercial and procurement staff to complete the Supply Chain Sustainability School’s Modern Slavery Learning Pathway.
- The CPRT to continue to Chair and co-ordinate the GLA Group practitioner learning group to share best practice in relation to modern slavery due diligence, established in October 2021.
- All GLA Group commercial development arrangements (the OPDC, TfL Commercial Development, the Mayor’s Affordable Homes Programmes) to ensure relevant GLA Group best practice modern slavery due diligence provisions are undertaken by property development companies, consortia and suppliers.
- Continue to collaborate with partner organisations, such as the Ethical Trading Initiative and Electronics Watch, to improve supply-chain transparency of:
  - the mining and manufacturing of minerals used in the provision of batteries for electric vehicles, with respect to socio-economic and environmental impacts
  - state-sponsored forced labour risks, such as the treatment of Uyghur Muslims in China, in our supply chains.

## 5. Improving environmental sustainability

The Mayor is committed to tackling the climate and ecological emergencies. He has ambitious goals for London to become a zero-carbon, zero-pollution city by 2030, whilst improving air quality, building a circular economy that eliminates waste, and enhancing green spaces and climate resilience. He is also ensuring a green and fair recovery from the pandemic, by supporting green skills and jobs whilst reducing environmental inequalities. The strategic framework is set by the Mayor’s London Environment Strategy and associated Mayoral strategies. Delivery is supported not only by the GLA Group, but also by the partnership approach of the London Recovery Board, including its ‘Green New Deal’ mission.

The GLA Group will use procurement as one lever to deliver these goals. We will not only lead by example but also use our buying power and external influence to shape markets in London and beyond. We will prioritise the sectors and contracts with the greatest opportunity for impact, based on evidence including our supply-chain carbon-emissions assessment and ReLondon’s Circular Economy Route map.

Performance measure	Scope	Frequency
Number and % of GLA Group commercial staff completing carbon literacy training	All commercial staff	Annually
Number and % of GLA Group commercial staff	All commercial staff	Annually

Performance measure	Scope	Frequency
completing circular procurement principles training		
Number and value of contracts with innovative green SMEs established via ReLondon's brokering service	All relevant contracts	Annually
Carbon reduction reported from GLA Group contracts	All relevant contracts	Annually
Waste reduction reported from GLA Group contracts	All relevant contracts	Annually
Last-mile delivery contracts: number of suppliers engaged and number of contracts switched to zero-emissions	All relevant contracts	Annually
Number of suppliers using non-road mobile machinery (NRMM): registered on portal (non-construction)	All relevant contracts	Annually

### Key actions

- Work with GLA Group suppliers to reduce supply-chain carbon emissions, contributing to the Mayor's ambition for London to be a zero-carbon city by 2030. In order to support this:
  - we will require every new contract over £5m in value to produce an organisational Carbon Reduction Plan; and we will include evaluation criteria in these tenders to encourage bidders to demonstrate their contribution towards London's ambition of being net-zero by 2030
  - functional bodies will engage with new and existing suppliers to deliver (or support) measurable carbon reductions prioritising buying categories presenting the greatest opportunities as identified in the carbon baseline exercise conducted in March 2021
  - we will identify and implement the most appropriate tools to monitor and reduce carbon emissions from GLA Group construction projects.

- Increase carbon literacy and ensure capability amongst GLA Group staff to embed circular economy principles through training and learning:
  - 100 per cent of commercial staff to complete carbon literacy training by 2024.
  - 100 per cent of commercial staff to have completed the GLA Group Circular Procurement e-learning module by the end of March 2023 and ongoing promotion to relevant business unit.
- Functional bodies will prioritise circular economy requirements within the procurement life cycle for specific GLA Group categories, including delivering further improvements within GLA Group uniforms/textiles contracts; and embedding and building on GLA Group Circular Economy Procurement Guidance within key built environment projects and ICT contracts.
- The CRPT to facilitate functional bodies collaboration with ReLondon<sup>7</sup> to broker innovative circular economy procurement solutions to trial within the GLA Group, within contracts, through engagement with tier-one suppliers and SMEs to support green jobs and skills.
- Reduce emissions associated with last-mile deliveries, with all new contracts to require freight and servicing vehicles under 3.5 tonnes to GLA Group buildings to be zero-emission from 2025.
- Work across the GLA Group supply chain to support the delivery of the interim target for NRMM to meet stage IV requirements by 1 January 2025,<sup>8</sup> as part of the longer-term vision for all NRMM procured by the GLA Group or used by suppliers and subcontractors on behalf of the GLA, to be zero-emission by the end of 2040. The GLA to develop an online portal to monitor compliance with NRMM standards across GLA Group contracts, and pilot this on the Highways Maintenance and selected events contracts.
- Research available tools to map the global climate risk and ecological footprint within our supply chain, in order to enable functional bodies to take informed decisions that lead to measurable ecological benefits.

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<sup>7</sup> <https://relondon.gov.uk/>

<sup>8</sup> [www.london.gov.uk/what-we-do/environment/pollution-and-air-quality/nrmm](http://www.london.gov.uk/what-we-do/environment/pollution-and-air-quality/nrmm)

## 7. Enabling implementation

Performance measure	Scope	Frequency
Hours of RP training	All staff	Quarterly
Social value outcomes – financial proxies (£)	All relevant contracts	Quarterly

### Group-wide

- The GLA Group will apply a minimum weighting of 10 per cent of the total evaluation score to responsible procurement and social value, for above-threshold contracts.<sup>9</sup> Any exceptions must be accompanied by documented justification. A higher weighting may also be applied where appropriate.
- The GLA Group will use the London Themes Outcomes and Measures (TOMS) and the Social Value Portal to create, measure and manage social value outcomes on contracts where the level of spend or the category makes them unsuited to bespoke responsible procurement requirements.

### Coordination and partnership

- The CRPT has been established to support the functional bodies in the delivery of the RP Policy, providing subject-matter expertise and experience, and a coordinated, Group-wide approach.
- The CRPT will develop, commission and deliver relevant responsible procurement training, and theme-specific e-learning modules and briefings, to the GLA Group. Total number of hours of training undertaken will be monitored quarterly.
- The CRPT will support functional bodies that are signatories to the London Anchor Institutions' Charter in meeting the commitments of the charter through their procurement and supply-chain activities.
- The CRPT will lead on communicating outcomes and impacts of the programme through appropriate channels, including case studies, reports and presentations.
- The CRPT will coordinate Group-wide supplier engagement events to promote key priorities. To facilitate the sharing of best practice and maintain the GLA Group's leadership role in responsible procurement, the CRPT will:

<sup>9</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/850566/PN\\_for\\_New\\_Thresholds\\_2020\\_pdf.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/850566/PN_for_New_Thresholds_2020_pdf.pdf)

- facilitate joint working with London boroughs, so as to collectively maximise the impact of RP initiatives, through assuming the role of co-chair of the London Responsible Procurement Network
- play an active role in the international Procura+ network<sup>10</sup>
- engage with international cities networks including via C40 Cities and the Ellen MacArthur Foundation, and investigate the benefits of membership of ICLEI, the global network of local governments for sustainability
- work with the Sustainable Procurement Pledge<sup>11</sup> in their development of London- and public sector-specific programmes
- investigate membership of the One Planet Network Sustainable Public Procurement programme.<sup>12</sup>

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<sup>10</sup> Procura+ is a network of European public authorities and regions that connect, exchange and act on sustainable and innovation procurement: <https://procuraplus.org/home/>

<sup>11</sup> The Sustainable Procurement Pledge (SPP) is a pro-bono community of those committed to embedding sustainability into their procurement practices - and sharing knowledge and tools of how to do so: <https://spp.earth/>

<sup>12</sup> The One Planet Network Sustainable Public Procurement programme is a voluntary, global multi-stakeholder partnership in which various parties – governmental, non-governmental, public and private – agree to work together in a systematic way with the aim to promote and accelerate the implementation of sustainable public procurement globally as a way to ensure sustainable consumption and production patterns: [www.oneplanetnetwork.org/sustainable-public-procurement](http://www.oneplanetnetwork.org/sustainable-public-procurement)

## 8. Further information

To find out more about the RP Policy and programme, contact the CRPT at [responsibleprocurement@tfl.gov.uk](mailto:responsibleprocurement@tfl.gov.uk).

## 9. Glossary

### **Carbon management plan**

A carbon management plan is a documented strategy and set of actions to help an organisation meet its carbon-reduction objectives. A plan would typically include a baseline carbon footprint, and set out environmental management actions and carbon-reduction targets.

### **Circular procurement**

Circular procurement encourages procurement professionals to consider how to maximise the lifespan of a product being purchased, for example through repair and reuse, and how we reuse or recycle products once they reach their end-of-life stage.

### **Commercial staff**

Staff sitting within the finance or procurement departments of a functional body.

### **Key suppliers**

Suppliers identified by functional bodies as being of particular strategic importance, for example those with an especially high contract value, or where performance is deemed operationally critical.

### **Last-mile deliveries**

A term used to describe the last leg of a delivery journey before a product reaches its final destination.

### **Non-road mobile machinery (NRMM)**

A broad category that includes mobile machines and transportable industrial equipment or vehicles that are fitted with an internal combustion engine, and are not intended for transporting goods or passengers on roads, for example, construction plants, generators.

### **Scope 1, 2 & 3 carbon emissions**

Greenhouse gas emissions are categorised into three groups or ‘scopes’ by the most widely used international accounting tool, the Greenhouse Gas Protocol. Scope 1 covers direct emissions from owned or controlled sources. Scope 2 covers indirect emissions

from the generation of purchased electricity, steam, heating and cooling. Other indirect emissions, including emissions arising in the supply chain, are included within Scope 3.

### **Social Value Portal**

An online solution that allows organisations to measure and manage environmental, social and economic activities across the supply chain, based on the TOMS; and to quantify the additional social value delivered through a procurement project.

### **Supply-chain tiers**

A tier-one supplier is one that has a direct relationship with a functional body and provides a product or service to them. Tier-two suppliers are their suppliers, and so on. The more tiers of supplier, the more complex a supply chain and the further removed a functional body is from the source of a product.

### **Themes, Outcomes and Measures (TOMS)**

The National Social Value Measurement Framework – or National TOMs for short – is a method of reporting and measuring social value to a consistent standard, and expressing these in financial and non-financial terms.

### **Zero-emission vehicles**

A vehicle that emits no tailpipe exhaust emissions when being driven. The majority are battery-powered, although other types of technology are being developed such as hydrogen.

## **Other formats and languages**

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