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# 1 Executive Summary

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**As we move closer to the Games we need to start to answer the fundamental question “will the programme be sustainable?” To try to address this question we have structured our sustainability review differently to set out our vision of a sustainable London 2012 under five sub-headings:**

## **Towards sustainable construction**

The ODA has done an exemplary job of sustainable construction and has set new standards that the industry would be well advised to follow. We have a few remaining concerns about how construction will be managed in transformation after the Games, particularly with respect to waste and transportation when the critical services and infrastructure are no longer available, but we are confident that this challenge will be met.

## **Towards sustainable infrastructure**

We are confident that the ODA will meet the overall target to deliver a 50 per cent reduction in carbon emissions. However, this will be delivered through a 9 per cent contribution from renewable energy, not 20 per cent as originally planned. We are satisfied that the ODA has explored all feasible options to achieve this. The alternative plan to fund local energy improvement projects similar to the Mayor’s RE:NEW scheme is a good alternative to costly or inappropriate renewable infrastructure. We commend the site-wide Combined Cooling Heat and Power (CCHP) plant, recognising the commercial and technical constraints at the time the contract was awarded and understand that advice provided to the ODA confirmed that a fossil fuel plant was the best available option. We have continually expressed our regret that wider infrastructure in East London which would enable organic waste to be used to generate biogas has not been delivered. We welcome the OPLC’s work to manage these issues in legacy and look forward to a more positive outcome in the longer term. Infrastructure is not just for humans and we expect the OPLC to continue to honour the promise to deliver 45Ha of biodiverse habitat in legacy, as specified in the London 2012 Sustainability Plan.

**“We are confident that the ODA will meet the overall target to deliver a 50 per cent reduction in carbon emissions.”**

## **Towards a sustainable event**

Last year we challenged LOCOG to set specific targets related to a sustainable event and they have responded well. We expect LOCOG to achieve their carbon targets through an aggressive energy conservation programme and not through renewable energy as originally planned. The lesson from both organisations is to set targets based on what will be achieved (reduce carbon) rather than how (renewable energy). LOCOG has a tough challenge to deliver a very wide range of targets through a diverse network of partners and there remains much to be done but progress is good so far. We expect the Games to look and feel sustainable to ensure that the good work done to date is not lost in the run up to the event and during the Games. LOCOG are not the only organisation responsible for sustainable events. We have been critical of the GLA City Operations plans to date but there are encouraging signs through their commitment to comply with BS 8901 and the addition of a full time sustainability resource to the team.

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## Sustainable communities

This is a wide and complex agenda covering everything from sport participation to health, diversity and inclusion. The ODA's ambitions to employ a local and ethnically diverse workforce were achieved despite the recession. However the systemic challenges to get more women and disabled people into construction cannot be solved by the ODA alone. Working with a wide range of partners, LOCOG is developing an impressive agenda to attract a diverse workforce and to reach out to communities, young people in particular. Much of this work is underpinned by the work of the LDA and host boroughs. Their work is not often widely recognised and they deserve congratulations. However, this area relies heavily on public funding and given the imminent closure of the LDA and budget restrictions in the public sector, this work remains at risk.

## Making a difference

We have always maintained that, taken in isolation, delivering an Olympic and Paralympic Games is an inherently un-sustainable thing to do. We therefore cannot call the programme truly sustainable unless the inspirational power of the Games can be used to make a tangible, far-reaching difference. So far the signs are good. The ODA is delivering a comprehensive learning legacy programme that will be available online in 2011. The sustainable event management standard, BS 8901, is likely to be superseded by a new international standard, ISO 20121, and the sustainability reporting process for London 2012 aims to demonstrate the new GRI format for the event sector. The announcement by Government in December 2010 that the ODA sustainability standards will be replicated into Government procurement is very welcome. This is a big challenge and we look forward to reporting the success of this initiative in future reports. Finally we believe that our work as a Commission has contributed to making a difference. Our role is unique and we believe we have developed a valuable model for other major projects to follow.

## So – will London 2012 be sustainable?

With hindsight, some key early decisions and actions could have enabled even higher standards. Whilst there is still much to do, we are currently confident that London 2012 is on track to deliver unprecedented levels of sustainability.



**Shaun McCarthy**

Chair of the Commission for a Sustainable London 2012



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## 2 Introduction and Methodology

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Photo: Dean Mitchell, iStockphoto, © Getty Images.

This is the fourth Annual Review of the Commission for a Sustainable London 2012. In order to prevent repetition, the Governance Review section of our report makes reference to significant changes since our 2009 Annual Review<sup>1</sup>.

### Aim

The Commission's Annual Review aims to:

- Advise the Olympic Board of the progress, plans and resources necessary to deliver the sustainability objectives of the London 2012 Games and legacy.
- Provide commentary on the overarching governance arrangements and sustainability strategy, plans and objectives based on review findings, the informed view of the Commission and taking into account wider external stakeholder perspectives.
- Highlight areas of good practice.
- Recommend actions to recover or improve the programme to deliver the sustainability objectives.

<sup>1</sup> [http://www.cslondon.org/downloads/CSL\\_Annual\\_Review\\_2009-full-digital.pdf](http://www.cslondon.org/downloads/CSL_Annual_Review_2009-full-digital.pdf)



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In order to do this, we carried out the following activities:

- A review of key documents that define what objectives have been set, by whom and how they are planned to be satisfied. The London 2012 Sustainability Plan, reissued in 2009, is the definitive suite of objectives at this stage of the London 2012 programme but we also make reference to bid commitments, government policy and contractual documents as appropriate.
- A review of recommendations from past Annual, Governance and Thematic Reviews and report on progress with further recommendations if necessary<sup>2</sup>.
- Interviews with key staff from all relevant Key Stakeholders<sup>3</sup>.
- A review of external perspectives, including media reports and information gathered from engagement with wider stakeholders.
- Examination of evidence to support interview feedback.

## Report structure

We have presented our findings in the following structure:

### Part 1 – Annual Report

- Executive Summary
- Summary of Recommendations from this review
- Introduction and Methodology
- Governance Review – reviews sustainability arrangements for each stage of the programme (preparation, staging, legacy)
- Sustainability Review – as we approach the end of the programme we have identified key risks and opportunities to enable us to begin to answer the question “will the programme be sustainable?” To help define this we have developed our own vision of sustainability with reference to the commitments made by London 2012:
  - Sustainable construction
  - Sustainable infrastructure
  - Sustainable event
  - Sustainable communities and place
  - Making a difference
- Commission Review – Summary of activities, achievements, recommendations and workplan

### Part 2 – Appendices

- Information gathering – List of the people we interviewed

<sup>2</sup> The Commission's recommendations tracker can be found at <http://www.cslondon.org/recommendations>

<sup>3</sup> The Commission's Key Stakeholders are: the ODA, LOCOG, GOE, GLA Group, the OPLC, the BOA and the BPA

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## 3 Summary of recommendations

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- 1 That the London 2012 Sustainability Group should provide clear leadership over all aspects of sustainability (including health) and establish a mechanism to engage effectively with the SRO Group and Olympic Board.
- 2 That City Operations urgently develop a clear set of targets, objectives, plans and procedures to comply with BS 8901 and to meet LOCOG's sustainability standards. If it is not practicable to meet specific targets this should be clearly justified and an alternative, suitably challenging target should be set.
- 3 That the London 2012 Sustainability Group addresses delivery of the sustainability aspects of the Government legacy plan published in December 2010.
- 4 That the ODA evaluate the "as built" carbon footprints of at least two venues to include the Velodrome and the Aquatic Centre and publish the lessons learned as part of their learning legacy work.
- 5 That the ODA, working with relevant government departments, gather evidence of the linkage between productivity, health, safety and sustainability and publish their findings as part of the learning legacy.
- 6 That the OPLC confirm their commitment to maintain 45 hectares of habitat that can mature into a Site of Importance for Nature Conservation (SINC) of at least Borough Grade 1 status and base their planning considerations on this assumption.
- 7 That LOCOG calculates the carbon that would have been saved through the renewable energy target and demonstrates how this carbon will be saved through reducing Games time energy use.
- 8 That the GLA Group resolves the issue of resources available to support CompeteFor, Diversity Works for London and job brokerage as soon as possible to ensure that the good performance in local employment continues<sup>4</sup>.
- 9 That the OPLC use the LMF protocol, developed in 2008, as a starting point for work to develop the sustainability objectives and plans for legacy and use the legacy column of the Towards a One Planet Olympics bid document – [http://assets.panda.org/downloads/opl\\_olympics\\_brochure.pdf](http://assets.panda.org/downloads/opl_olympics_brochure.pdf)
- 10 That government and the GLA mandate certification to BS 8901 for all official events.

<sup>4</sup> This recommendation also appears in our Inclusion and Healthy Living Review and will be linked in our recommendation tracker

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# 4 Governance – Overview

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## Overall Governance

- 4.1 The overall governance of the London 2012 programme continues to be based on the vision “To host an inspirational, safe and inclusive Olympic Games and Paralympic Games and leave a sustainable legacy for London and the UK”, supported by 4 key objectives, which remain unchanged:
- To stage an inspirational Olympic Games and Paralympic Games for the athletes, the Olympic Family and the viewing public.
  - To deliver the Olympic Park and all venues on time, within agreed budget and to specification, minimising the call on public funds and providing for a sustainable legacy.
  - To maximise the economic, social, health and environmental benefits of the Games for the UK, particularly through regeneration and sustainable development in East London.
  - To achieve a sustained improvement in UK sport before, during and after the Games, in both elite performance – particularly in Olympic and Paralympic sports – and grassroots participation.
- 4.2 Since our last report there has been a change of government and some structural changes to the way the London 2012 programme is governed.
- 4.3 Government interests are overseen by a Cabinet level Ministerial Committee, Home Affairs (Olympic and Paralympic Games), HA (OPG), chaired by the Cabinet Office Minister and supported by Ministers with an interest in the Games. The lead government department is the Department for Culture, Media and Sport (DCMS), which has established the Government Olympic Executive (GOE), led by the Minister for Sport and the Olympics.
- 4.4 Strategic direction is provided by the Olympic Board, co-chaired by the Secretary of State for Culture, Olympics, Media and Sport and the Mayor of London and comprising the Chairs of the London Organising Committee of the Olympic and Paralympic Games (LOCOG) and the British Olympic Association (BOA).
- 4.5 Roles and responsibilities for delivery of the Olympic Objectives have changed from our last report:

The senior officers group responsible for the Games, the Olympic Board Steering Group (OBSG), has been disbanded. Day to day responsibility for the programme has been placed with the Senior Responsible Officers Group (SRO) with a key focus on operational delivery of the Games. Groups responsible for other aspects of the programme such as equality & diversity, sustainability, the Cultural Olympiad, London legacy, Olympic and Paralympic legacy and athlete preparation will report directly to the Olympic Board. The Commission continues to have a direct reporting line from its Chair to the Chair of the Olympic Board. Thematic Reviews will be presented in writing to the SRO Group and discussed by exception. Annual Reviews will be presented to the Olympic Board. Quarterly reports will be presented to the London 2012 Sustainability Group and to relevant Chief

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Executive Officers by correspondence. Unresolved issues can be raised with any of these groups at any time by the Commission.

- 4.6 From January 2011 there will be a greater emphasis on integrated planning and risk management. Responsibility for all aspects of integrated planning will be placed with LOCOG. GOE and Greater London Authority (GLA) teams responsible for planning the Games will report to LOCOG. Similarly the responsibility for transport planning and operations will transfer from the Olympic Delivery Authority (ODA) to Transport for London (TfL) with appropriate transfers of funding.
- 4.7 There have been no other substantial changes to the governance structures of the organisations responsible for delivering the London 2012 programme since our 2009 Annual Review.

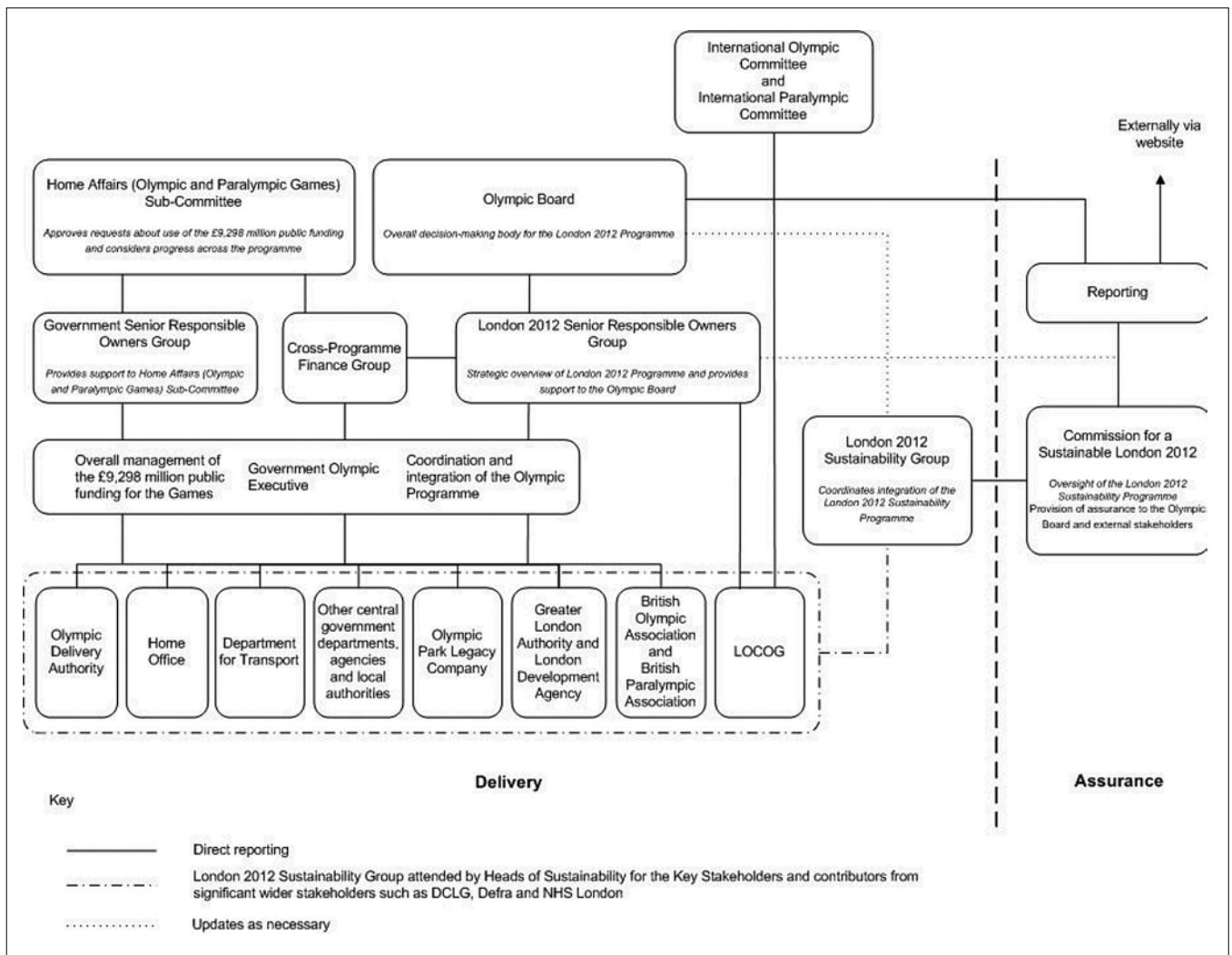
### **Governance of sustainability**

- 4.8 The overall sustainability agenda continues to be led by the London 2012 Sustainability Group. This is now co-chaired by the Mayor's interim Advisor for the Environment and Defra's Director for Sustainable Development. It is attended by Heads of Sustainability for the Key Stakeholders and contributors from significant wider stakeholders such as DCLG, Defra and NHS London. The secretariat is provided by GOE. The terms of reference of this group have changed slightly to place more emphasis on legacy.
- 4.9 There have been no summary reports from the London 2012 Sustainability Group since our last report but a full report against the London 2012 Sustainability Plan is due to be published in Spring 2011.
- 4.10 Diversity and Inclusion is governed by the London 2012 Equality & Diversity Forum<sup>5</sup> chaired by the Deputy Mayor of London; secretariat is provided by the GLA and the forum is attended by CEOs and senior officers of all relevant Key Stakeholders.

5 The Second Annual Report of the London 2012 Equality & Diversity Forum  
<http://www.london.gov.uk/publication/working-towards-inclusive-games>



**Figure 1: London 2012 Governance**



4.11 The second annual diversity report “Working towards an inclusive Games<sup>6</sup>” was published in 2010 and sets out how an inclusive Games will be managed and delivered across the Key Stakeholders.

4.12 The Olympic Park Legacy Company (OPLC) is now operational with all senior executive and non-executive positions filled. The Company is jointly owned by the GLA and government, with the Secretary of State for DCLG, the Mayor of London and the Secretary of State for Culture, Media and Sport as Founder Members. The Olympic Park Regeneration Steering Group (OPRSG) provides political oversight of the wider East London legacy; this is chaired by the Mayor of London and includes the Leaders and Mayors of the Host Boroughs and other stakeholders. The Localism Bill will enable the Mayor to create Mayoral Development Corporations (MDC) and the Mayor has expressed his intention to use these powers to establish an MDC to be responsible for regeneration on the Olympic Park and in the wider Lower Lea Valley.

6 <http://www.london.gov.uk/who-runs-london/mayor/publications/olympics-and-sport>

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- 4.13 The Lea Valley Regional Park Authority (LVRPA) is a significant legacy client and will assume ownership of the cycling facilities and white water canoeing facility. This organisation is a statutory body founded in the 1960s and funded by London councils and the county councils of Essex and Hertfordshire.
- 4.14 The new Government report on legacy ‘Plans for the Legacy from the 2012 Olympic and Paralympic Games’<sup>7</sup> was published in late December 2010 containing four key objectives:
- Harnessing the United Kingdom’s passion for sport to increase grass roots participation, particularly by young people – and to encourage the whole population to be more physically active.
  - Exploiting to the full the opportunities for economic growth offered by hosting the Games.
  - Promoting community engagement and achieving participation across all groups in society through the Games.
  - Ensuring that the Olympic Park can be developed after the Games as one of the principal drivers of regeneration in East London.
- 4.15 Although there are no explicit references to sustainability, the core principles of sustainable development are referenced within the document.
- 4.16 GOE has commissioned a meta-evaluation of London 2012 to gauge the wider socio-economic impacts of the Games.
- 4.17 The International Olympic Committee (IOC) has a requirement for host cities to participate in the Olympic Games Impact (OGI) programme, which is designed to gather data on a range of impacts, including sustainability. LOCOG, together with ESRC, is leading this initiative and has appointed the University of East London as an academic partner to co-ordinate the activity. The pre-Games report was completed in October 2010. This is a long term study of key indicators before and after the Games.

## Findings

- 4.18 During the year we have engaged directly with senior executives and members of the Olympic Board. We have engaged OBSG on six occasions but did not present our last Annual Review to the full Olympic Board due to the timing of the general election. We remain confident of the commitment to sustainability and that there is currently no evidence of budget reductions having a negative impact on published sustainability objectives, however it has proved uneconomic to achieve renewable energy objectives and alternative approaches have been necessary to reduce emissions. These are detailed in the Sustainability Review section of this report.
- “...there is currently no evidence of budget reductions having a negative impact on published sustainability objectives.”**

<sup>7</sup> The Global Reporting Initiative (GRI) is a network-based organisation that has pioneered the development of the world’s most widely used sustainability reporting framework

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- 4.19 We welcome the new Government's emphasis on London 2012 and some aspects of sustainability agenda in particular.
- 4.20 During 2010, the IOC commissioned an independent review of sustainability arrangements for London 2012. The report was very positive. It concluded **"The high level assessment from this review is that London 2012 is on track to deliver exemplary performance on integrating environmental management into construction and sustainability into procurement and sourcing as well as many other areas of operations"**. The IOC also expressed views about the Commission, concluding **"The Commission is obviously highly regarded by diverse interests and, from all accounts, provides the public and NGOs with a more open and approachable interface with the sustainability objectives of the Games than could realistically be provided by LOCOG given the other demands on its time and resources"**.
- 4.21 The changes to roles and responsibilities for key aspects of the Games planning and operation are to be expected at this stage of the programme. We are satisfied that these changes will not adversely impact the sustainability objectives and will continue to monitor this situation in the run-up to the Games.
- 4.22 In our 2009 Annual Review we recommended **"That GOE incorporate responses to the Commission's recommendations into the overall view of programme risk managed by OPPO"**. During the year there have been regular meetings between the Commission and OPPO staff and the London 2012 Sustainability Group secretariat. We expect to continue this relationship after OPPO transfers management reporting responsibility to LOCOG. We have seen significant progress against this recommendation and consider it to be complete.
- 4.23 The removal of OBSG will place greater emphasis on the London 2012 Sustainability Group to provide effective governance over sustainability. We have been critical of this group in the past, finding it to be dysfunctional. Recent improvements through the co-chair arrangements and managing the agenda based on a risk register need to continue and the group must embrace wider aspects of sustainability such as healthy living in a more proactive way. Whilst we have been impressed by the improved focus through the co-chair arrangements we are concerned that neither co-chair has a position in the London 2012 management. There is a risk that the group fails to engage effectively with other parts of the London 2012 programme and the Olympic Board in particular.
- 4.24 In our 2008 Annual Review we recommended that **"Sustainability should be a standing item for discussion at Olympic Board Steering Group meetings. The Sustainability Group should focus on emerging issues that affect the programme and escalate them as necessary on a timely basis to OB"**. In our 2009 Annual Review we concluded that this recommendation had been partly satisfied and would remain open. Now that OBSG will no longer exist we propose to close this recommendation and replace it with the one below.

## ■ Recommendation 1

That the London 2012 Sustainability Group should provide clear leadership over all aspects of sustainability (including health) and establish a mechanism to engage effectively with the SRO Group and Olympic Board.

- 4.25 We have continually emphasised that the London 2012 Sustainability Group should have a holistic view of sustainability and that the focus needs to shift towards legacy as we approach the Games. To this end we welcome the changes to the terms of reference for the group to incorporate legacy and look forward to observing a continued improvement in governance.
- 4.26 The London 2012 Equality and Diversity Forum continues to be highly effective in co-ordinating the ground-breaking work in this area.
- 4.27 In our 2009 Annual Review we recommended **“That LOCOG identify partner organisations with significant sustainability impacts and establish an engagement programme to ensure consistency”**. We have seen significant progress by LOCOG in engaging wider partners. We propose to keep this recommendation open but the level of risk has diminished as a result of LOCOG’s action.
- 4.28 The Government’s 2012 legacy publication<sup>8</sup> was published on 20 December 2010. We welcome the direction of travel and positive references to healthy living, promoting sustainable lifestyles and translating the best practice established by the ODA into government procurement standards.



Photo: Cindy Haggerty, Hemera, © Getty Images.

8 <http://www.culture.gov.uk/publications/7674.aspx>



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- 4.29 In our 2009 Annual Review we recommended **“That the London 2012 Sustainability Group establish a timely, clear, co-ordinated, funded, independent work programme to capture sustainability lessons learned and to set new standards of sustainability in the sectors identified by the senior executives in January 2009”**. We have seen evidence throughout the year that individual organisations are committing resources to sharing lessons learned. We welcome the recent statement about government procurement that the important lessons from constructing the Games venues are to be applied across sustainable public procurement through Government Buying Standards. A group of senior officers from various government departments has been convened to tackle this issue but we have yet to see a co-ordinated programme. This recommendation remains open and is evaluated in more detail in the Sustainability Review section of this report.
- 4.30 We have yet to see any details of the new Mayoral Development Corporation but if the principles of sustainable development are adopted by the new organisation there is potential to take a much more strategic view of sustainable living and the infrastructure required to support it. We are advised that yet another structural change to legacy governance will not divert resources or cause further delays in developing the plans necessary to deliver a truly sustainable legacy. Time is running out and the OPLC will have the keys to the Park in less than three years time. If the Park is to be future-proofed for sustainable living there remains much to be done. We will continue to engage OPLC to ensure this momentum is maintained.



Park construction.

Photo: Jonathan Turner.



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# 5 Governance – Preparation

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## **Olympic Strategic Objective 2**

To deliver the Olympic Park and all venues on time, within budget and to specification, minimising the call on public funds and providing for a sustainable legacy.

### **Overview, policy and structure**

- 5.1 Responsibility for preparing the permanent facilities for the Games and legacy remains with the ODA. This organisation is rapidly changing but sustainability policies and management systems remain substantially unchanged since the last review.

### **Governance**

- 5.2 The governance structure for the ODA has changed as the organisation prepares for the end of the Big Build phase and moves into a much more low-key operation providing services to LOCOG. The Chief Executive Officer has now left, with the Finance Director becoming Chief Executive as of 1 February 2011. The ODA sustainability board has been disbanded, having made all necessary decisions. Significant sustainability issues, such as the renewable energy target can be raised with the Executive Management Board, where the Quarterly Priority Theme report (which includes sustainability) is a standing agenda item.

### **Organisational capacity**

- 5.3 The resources employed will change significantly in the coming year. The ODA Delivery Partner will continue to be resourced at current levels until July 2011; when the end of “Big Build” will signal a significant reduction in resources. 5 Full Time Equivalent (FTE) resources will be retained for sustainability close-out in July 2011. The ODA will perform a low level park management role after this date to enable LOCOG to fit out facilities for the Games and install overlay. The Park and Athletes’ Village will be handed over to LOCOG to manage in early 2012. The use of each venue by LOCOG has been defined by a venue use agreement. The ODA will retain responsibility for approving work on utilities and structural alterations. The Park will be handed back to the ODA in October 2012 when it is currently anticipated that responsibility will return to the ODA for transformation prior to full handover to the OPLC on 1 May 2013, when the Park is due to be open to the public. The ODA has undertaken to retain sufficient sustainability expertise to ensure that current standards are maintained throughout this period.

### **Reporting**

- 5.4 The ODA and its Delivery Partner report progress against twelve sustainability objectives, using information supplied by all Tier One contractors. The process has not changed substantially since our last report. The level of activity will clearly diminish at the end of Big Build but the twelve themes and targets remain throughout the programme. The ODA will retain a Head of Sustainability and a small team to ensure that reporting and performance continue to be effective until full handover to the OPLC and other legacy bodies.



Photo: Jonathan Turner.

## Findings

- 5.5 The objective to achieve 20 per cent renewable energy supply is unlikely to be achieved but we remain confident that the overall objective to achieve 50 per cent reduction in carbon emissions will be achieved through alternative means. The Sustainability Review section in this report deals with this issue in more detail.
- 5.6 Roles and responsibilities for transfer of venues to LOCOG are clearly defined through Venue Use Agreements but the responsibility for transformation has yet to be fully defined. Key decisions from legacy owners about use of venues are now becoming critical as the ODA develops plans. For example the capacity of the stadium and the routing of the mountain bike and road cycle circuits have an impact on transformation and sustainability, affecting biodiversity in particular.
- 5.7 The waste consolidation centre, wharf and rail head will close to make way for Games-time facilities to be built. The ODA and LOCOG's plans to achieve waste and transport targets in this scenario need to be fully clarified.
- 5.8 We welcome the decision to transfer transport operations responsibility to TfL at an early stage and have been impressed with the meticulous approach the ODA Transport team have taken to sustainability.
- 5.9 The ODA has demonstrated exemplary management of sustainability throughout the programme and we were not surprised to find clear plans for handover and transformation. The ODA is to be congratulated for setting new standards of sustainability for the construction industry and if the Government lives up to its promise to embed this practice into procurement standards we may see the step change we have been calling for.

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## 6 Governance – Staging

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### **Olympic Strategic Objective 1**

To stage an inspirational Olympic Games and Paralympic Games for the athletes, the Olympic Family and the viewing public.

### **Overview**

- 6.1 Staging the Olympic and Paralympic Games is the responsibility of LOCOG. This is a private company owned by government and subject to a Joint Venture Agreement between the Secretary of State for Culture, Olympics, Media & Sport, the Mayor of London and the BOA. LOCOG holds the Host City Contract with the IOC. The £2 billion required to stage the Games is mostly funded through broadcasting revenues from the IOC, ticket sales, sponsorship, sale of merchandise and concessions. There is also a contribution from government to support elements of the Paralympic Games. The Exchequer has agreed to act as the ultimate guarantor of Games funding should there be a shortfall between LOCOG's costs and revenues. The Chair of LOCOG sits on the Olympic Board and the Chief Executive Officer is a member of the Senior Responsible Officers Group.
- 6.2 The Memorandum and Articles for LOCOG and the Joint Venture Agreement require LOCOG to act in accordance with the principles of sustainable development.
- 6.3 Changes in overall governance will place more responsibility on LOCOG for integrated planning and will require LOCOG to be responsible for integrating all plans, including sustainability, across delivery bodies and managing the associated risks.
- 6.4 Responsibility for the London city-wide operations related to staging the Games rests with the City Operations team within the GLA. National City Operations is coordinated within GOE. These function as umbrella organisations working with City Operations staff within LOCOG, relevant local authorities and public bodies.
- 6.5 LOCOG and the GLA have both confirmed their intention to comply with the sustainable events management standard BS 8901. LOCOG has a plan and is making good progress towards this objective. We have seen significantly less progress from the GLA.

### **Policy**

- 6.6 The key policy document governing LOCOG is the Host City Contract with the IOC which ensures that bid commitments are contractually binding. LOCOG's Scope and Roadmap set out the key activities and milestones for delivering the Games.
- 6.7 For sustainability, LOCOG follows the London 2012 Sustainability Policy and the London 2012 Sustainability Plan and does not have a stand alone sustainability policy. This differs from the ODA because the London 2012 Sustainability Plan was not available at the time the ODA needed to set objectives.

6.8 LOCOG's Sustainability Strategy comprises three main aims:

- To ensure that the strategic direction of the organisation is contributing to sustainable Games and legacy.
- To deliver sustainable Games through influencing operational planning and providing the necessary technical support and advice.
- To communicate the London 2012 sustainability themes through awareness-raising initiatives, partnerships, education programme and activation projects.

6.9 LOCOG's sustainability objectives are translated by each of their functions. For example, the venue team has organised their strategy under four key principles:

- Leave no trace
- Zero waste to landfill
- Zero harm
- Leave a positive legacy

6.10 In order to achieve the strategy, LOCOG has identified a number of priority initiatives. The implementation of these will help to define the extent to which LOCOG will have delivered sustainable Games. All of these have made significant progress:

No.	Priority Initiative	Progress
1	To implement a sustainability management system in accordance with BS 8901	LOCOG has also made significant progress in developing a management system to comply with BS 8901 and has appointed a certification body.
2	To deliver a Low Carbon Games and showcase how the Games are adapting to a world increasingly affected by climate change	The reference carbon footprint and methodology has been published and carbon is addressed in the Sustainable Sourcing Code
3	To deliver a Zero Waste Games, demonstrate exemplary resource management practices and promote long-term behavioural change	This was covered by our Waste Review <sup>9</sup> .
4	To deliver the London 2012 Food Vision and leave a strong, sustainable legacy for London and the UK by nurturing commercial and educational partnerships	The Food Vision was published in December 2009 <sup>10</sup> , and was reviewed by the Commission in 2009 <sup>11</sup> .
5	To optimise sustainability through procurement, licensing and sponsorship deals	The second edition of the Sustainable Sourcing Code was published in December 2009 <sup>12</sup> and there is clear evidence of its use. We published our review of LOCOG's procurement in January 2010 <sup>13</sup> .

9 [http://www.cslondon.org/downloads/2010\\_Waste\\_Review.pdf](http://www.cslondon.org/downloads/2010_Waste_Review.pdf)

10 <http://www.london2012.com/documents/locog-publications/food-vision.pdf>

11 [http://www.cslondon.org/downloads/2010\\_Food\\_Review.pdf](http://www.cslondon.org/downloads/2010_Food_Review.pdf)

12 <http://www.london2012.com/documents/locog-publications/sustainable-sourcing-code.pdf>

13 [http://www.cslondon.org/downloads/2010\\_LOCOG\\_Procurement\\_Review.pdf](http://www.cslondon.org/downloads/2010_LOCOG_Procurement_Review.pdf)

No.	Priority Initiative	Progress
6	To embed sustainability in the planning and delivery of LOCOG venues and operations	<p>Significant progress has been made in this area since our last review. Transport was subject to a “Snapshot” review by the Commission published in 2010<sup>14</sup>. The venues team has developed a suite of internal targets:</p> <ul style="list-style-type: none"> <li>• Reduce LOCOG owned carbon emissions and minimise our carbon footprint through hiring 85 per cent of commodities.</li> <li>• Reduce planned footprint of LOCOG venues by 25 per cent against March 2004 baseline.</li> <li>• Reduce non-essential comfort cooling (HVAC) by 70 per cent against March 2008 baseline and maximise opportunities for natural ventilation.</li> <li>• Minimise particulate matter of prime running temporary generation by 80 per cent (from a Stage II to IIIB plant classification).</li> <li>• Ensure 20 per cent of materials purchased by LOCOG, by value, will be from recycled or secondary source (stretch target).</li> <li>• Reuse or recycle at least 90 per cent, by weight, of material arising from the installation and deconstruction of its temporary venues and overlay (stretch target).</li> </ul>
7	To deliver the LOCOG Diversity and Inclusion Strategy and host the most inclusive Games to date by promoting access and celebrating diversity	The Strategy was published in Feb 2008 <sup>15</sup> , followed by the Business Charter <sup>16</sup> in October 2009. The Business Charter sets out expectations for suppliers and partners. The Commission was invited to comment on both documents before publication. This is supported by 46 recruitment action plans and 22 service delivery plans. This area was reviewed in our Inclusion and Healthy Living Review <sup>17</sup> .
8	To deliver the LOCOG Employment and Skills Strategy and provide individuals with a work and life experience that they can use to enhance their personal and professional lives once the Games are over	This area was reviewed in our Inclusion and Healthy Living Review <sup>18</sup> .
9	To influence behaviour and promote sustainable living through outreach initiatives and leveraging the power of commercial partnerships	LOCOG is emerging as a significant influence in the markets in which it operates through procurement and relationships with partners.

14 [http://www.cslondon.org/downloads/CSL\\_Transport\\_Review.pdf](http://www.cslondon.org/downloads/CSL_Transport_Review.pdf)

15 <http://www.london2012.com/documents/locog-publications/open-diversity-and-inclusion-strategy-document.pdf>

16 <http://www.london2012.com/documents/business/diversity-and-inclusion-business-charter.pdf>

17 <http://www.cslondon.org/publications/?category=1&PHPSESSID=bf59d769b4fc7a8633a9ce73aea422e8&did=75>

18 <http://www.cslondon.org/publications/?category=1&PHPSESSID=bf59d769b4fc7a8633a9ce73aea422e8&did=75>



No.	Priority Initiative	Progress
10	To create a knowledge legacy for sustainability in event management through comprehensive knowledge management transfer and transparent sustainability reporting	An Academic partner has been appointed for the Olympic Games Impact (OGI) Study and the first pre-Games report has been completed. The work is progressing in accordance with IOC requirements. The Commission provides independent strategic sustainability assurance and plans are in place to develop reporting in accordance with GRI.

6.11 LOCOG has set the following specific targets:

- 20 per cent of Games-time electricity to be from new local renewable sources.
- Zero Games-time waste direct to landfill with 70 per cent to be reused, recycled or composted.
- Recruit six sustainability partners.
- Reasonable endeavours to reuse or recycle at least 90 per cent, by weight, of the material arising from the installation and deconstruction of its temporary venues and overlay.
- A fleet average of 120g CO2/km for passenger vehicles.
- Target zones relating to the diversity of its workforce and 22 shortlisted service delivery projects.
- Food targets set out in the “Food Vision”.

6.12 The BOA and the British Paralympic Association (BPA) are responsible for Team GB in Olympic and Paralympic sport. Both are considering the environmental impact of their activities and aspire to develop plans to minimise these impacts, setting an example to other teams. The BPA has teamed up with sponsors EDF Energy to reduce the environmental impact of their activities. In particular they are using technology and know-how provided by EDF Energy to drive down the energy consumption at training camps. The BOA is engaged with Defra, BioRegional and Coca-Cola in developing the One Planet Pavilion in the Athletes’ Village and in using athletes to encourage the wider public to adopt more sustainable behaviours.

6.13 We were advised in January 2010 that the GLA City Operations team would prepare their sustainability plans within two months. This has not been achieved. We have received confirmation that City Operations propose to develop a plan to comply with BS 8901 “within a few months” from December 2010 but despite frequent requests we have received no confirmation that City Operations will adopt the same standards or policies as LOCOG.

### Governance process

6.14 LOCOG’s Programme and Risk Management Strategy sets out the overall governance for the life of the organisation. This process will incorporate sustainability issues as

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appropriate. LOCOG has established a governance framework aligned to its strategic priorities: Games operations, organisation, communications and engagement, and enabling delivery of legacy. Three committees are aligned to these strategic objectives: the Games Operations Committee, Organisation Committee and the Communications and Engagement Committee which also covers delivery of enabling legacy.

- 6.15 The management structure for sustainability features a small expert team within LOCOG defining requirements to be delivered through the line with support from the core team. A risk and governance process is used to manage the outcomes. A management system to comply with BS 8901 is in place. The GLA City Operations team has drawn on advice from the LOCOG Sustainability Team and more recently from the GLA Sustainable Development team. GLA are working towards a BS 8901 management system.
- 6.16 LOCOG needs to manage relationships with many partners and there is evidence of sustainability standards being applied through the procurement and commercial programmes and the Cultural Olympiad. There is also evidence of engagement with other partners such as the Olympic Broadcasting Service (OBS) and Royal Parks. Both of these organisations have a significant stake in delivery of the Games but are independent of LOCOG's supply chain.

### Organisational capacity

- 6.17 LOCOG's organisation continues to grow; with extensive recruitment for many positions at all levels in all areas. During the course of this review, we interviewed all the key directors and other senior staff responsible for delivering sustainability through a wide variety of functions.
- 6.18 The sustainability team comprises ten people, including secondees working on areas such as the Active Travel and Changing Places programmes. The team serves as a central, enterprise-wide function responsible for developing sustainability strategies and co-ordinating their delivery across functional areas, projects and programmes. Some members of the team are embedded in functional areas (e.g. Venues and Infrastructure) to provide "hands on" support to key areas.
- 6.19 The Head of Sustainability reports to the Director of Strategic Programmes, who takes a strong personal interest in the agenda and now has overall responsibility for the integrated planning of the Games.
- 6.20 The governance arrangements for the functional areas remain substantially unchanged since our last report.
- 6.21 A number of events will take place in London's Royal Parks, equestrian events in Greenwich Park, beach volleyball in Horseguards Parade and use of St James's Park and the Mall for other events such as the marathon and cycling. The Royal Parks will make these facilities available to LOCOG and has resource plans to deal with this.

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- 6.22 The BOA and the BPA recognise the need to minimise the sustainability impacts of their elite sports teams and to set an example to other teams. However, they do not have the expertise to do this in-house and are required to use their budgets solely on elite sport development. Both organisations have found creative ways to work with sponsors and other partners to acquire the resources they need to make a difference.

## Reporting

- 6.23 LOCOG has developed programme reporting to manage progress. Information from LOCOG is also used by GOE in compiling the reports against key performance indicators, which go to the London 2012 Sustainability Group. With respect to Diversity and Inclusion, reports go to the LOCOG Diversity & Inclusion Board and London 2012 Equality and Inclusion Forum.
- 6.24 Part funded by Defra, LOCOG has worked with the IOC, UEFA and the Governments of Austria and Switzerland in partnership with Global Reporting Initiative<sup>19</sup> (GRI) to develop a sustainability supplement for the events sector which could be used for future Games and other major events. LOCOG is currently working on use of this reporting system integrated with the BS 8901 management system which is expected to develop into international standard ISO 20121.

## Findings

- 6.25 In 2009 we were critical of LOCOG's management system whilst acknowledging that progress had been made on key strategies. We recommended **“That LOCOG develop a suite of targets through each governance committee to reflect the emerging development of their priority sustainability strategies and operational programmes. The governance committees should be accountable for delivery against these targets. This action should be substantially complete within 6 months”**. We are pleased to report significant progress against this recommendation with key targets established for teams responsible for venues, catering/cleaning/waste, technology, logistics, culture and ceremonies. We are satisfied that there has been sufficient progress to complete this recommendation. We are aware that the reporting and contract management processes necessary to ensure these targets are achieved are under development and due to go live in March 2011. We plan to review this system in more detail as part of our follow-up activity.
- 6.26 Whilst LOCOG has a relatively small expert team to cover such a broad agenda, there is clear evidence of knowledge transfer to the various functional teams and their directors, all of whom are able to articulate sustainability issues, objectives and targets. This is a significant improvement from previous reviews where we expressed concern about LOCOG's capacity to achieve this. There is clearly much to do to deliver but LOCOG should be congratulated on their progress to date.

19 <http://www.globalreporting.org/Home>

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- 6.27 LOCOG remain dependent on government bodies to provide seconded resources and on services provided by organisations in receipt of public funds. The latter in particular is an area of concern given that the full impact of the Comprehensive Spending Review (CSR) remains unknown. A good example of this would be skills and employment, where LOCOG is highly dependent on London Development Agency (LDA) (and other Regional Development Agency) funded services such as the job brokerage, Diversity Works for London and CompeteFor. At the time of our field work for this review, all these programmes were at risk and LOCOG has developed contingency plans to achieve the targets in the event that the services are not available.
- 6.28 We have been requesting information about City Operations' sustainability plans and targets for more than 12 months without success, despite their team making two separate presentations to the Commission. We began raising our concerns in our internal reporting in October 2009. In January 2010 we were informed that the GLA City Operations team would prepare their sustainability plans within two months to inform their planned procurement. In July 2010 we were informed that a paper produced by LOCOG making recommendations for the sustainability of City Operations had not been adopted in full by anyone at present and that they would not be reporting on their sustainability performance.
- 6.29 Throughout 2010 we have made numerous requests for City Operations position with respect to complying with LOCOG's requirements such as the Food Vision, zero waste, sustainable sourcing and diversity and inclusion targets. We received little reassurance on this issue and we expressed concerns about ongoing and imminent procurement activity. Whilst we are informed that all procurement has followed the GLA Responsible Procurement Guidance, this will not ensure that the relevant London 2012 sustainability standards are built into the specifications.
- 6.30 We are pleased to see some progress in late 2010. The GLA Sustainable Development Team has been brought in to support the City Operations Team and there is a full time resource to focus on the sustainability of City Operations. It has been confirmed that City Operations intend to comply with BS 8901. We were supplied with an outline project plan to implement BS8901 on 24 December 2010, in response to our request for one during a presentation in early December 2010.
- 6.31 City Operations need to build on the progress made in late 2010 and declare their sustainability objectives as a matter of urgency to mitigate the risk that good work by LOCOG could be undermined by inconsistent standards.

#### ■ Recommendation 2

That City Operations urgently develop a clear set of targets, objectives, plans and procedures to comply with BS 8901 and to meet LOCOG's sustainability standards. If it is not practicable to meet specific targets this should be clearly justified and an alternative, suitably challenging target should be set.

6.32 In 2008, we recommended that **“All users of the London 2012 Brand should be required to demonstrate how they will contribute to the London 2012 Sustainability Plan and relevant objectives”**. This point was re-iterated in our review of LOCOG procurement. We have evidence of this happening through the procurement and commercial processes, through functional sustainability targets and with partners such as existing venue operators. The cultural Olympiad programme has shown good progress and there is strong evidence that sponsors and commercial partners are making increasing contributions to the sustainability agenda. The Olympic Broadcast Service is an agency of the IOC and has responsibility for most of the broadcast content of the Games. We are pleased to see a responsible approach to disposal of materials after the Games and an excellent student placement scheme which will see over 1,000 students offered the opportunity to have professional experience of the Games. However, the broadcast industry can be very energy intensive and we would like to see more engagement with rights holders to find ways to manage energy consumption during the Games. We would like to see more evidence of influence over visiting national teams, possibly using the work of the BPA as an example.



Seb Coe with freerunners Parkour UK.

Photo: © LOCOG.

6.33 In our 2009 Annual Review we recommended **“That LOCOG continue to explore opportunities with the legacy owners and the sport community to ensure the optimum long term benefit is achieved in lease/buy decisions.”** We have explored these issues with several stakeholders and we are satisfied that LOCOG is exploring these opportunities diligently. However, when dealing with public bodies, uncertainties about funding mean these initiatives are meeting with limited success.



# 7 Governance – Legacy

## **Olympic Strategic Objective 3**

To maximise the economic, social, health and environmental benefits of the Games for the UK, particularly through regeneration and sustainable development in East London.

## **Olympic Strategic Objective 4**

To achieve a sustained improvement in UK sport before, during and after the Games, in both elite performance – particularly in Olympic and Paralympic sports – and grassroots participation.

## **Government legacy plan 2010**

Ensuring that the Olympic Park can be developed after the Games as one of the principal drivers of regeneration in East London.

## **Mayor's Commitment 4**

Social, economic and environmental sustainability is at the heart of the London 2012 Games and the future plans for regenerating East London. The Games provide a perfect opportunity to demonstrate, through construction and legacy, how we can change behaviours and manage our resources to ensure a better quality of life for everyone now and for future generations. The Commission for a Sustainable London 2012 will independently assure London's 2012 pledge to host the most sustainable Games to date.

## **Overview**

- 7.1 The arrangements for legacy have changed substantially since our last report as a result of a change in government. The Coalition Government's report was published in late December 2010, as the fieldwork for this review was drawing to a close so it is not possible to report fully on governance arrangements at a national level.
- 7.2 GOE is responsible for engaging wider government in delivering a sustainable legacy from the Games for the UK.
- 7.3 The GLA is responsible for delivering a sustainable legacy across London. Themes have been developed around sport, employment, East London, sustainability and inclusion.
- 7.4 The OPLC is a not for profit company limited by guarantee, jointly owned by the Mayor and government. This company has responsibility for managing the sustainable legacy of the Olympic Park, for all venues except those managed by the Lee Valley Regional Park Authority (LVRPA) (below). This body has resolved the structural issues related to land ownership and responsibility for debt and has received its provisional CSR settlement. Further changes will take place following the Localism Bill, when the company is intended to be merged into a wider Mayoral Development Corporation.

7.5 The LVRPA<sup>20</sup> will own the VeloPark and Eton Manor hockey and tennis centres in the Olympic Park and the White Water Canoe Centre at Broxbourne as part of a portfolio of existing assets including Lee Valley Athletics at Picketts Lock, Enfield. The LVRPA is a statutory body established in the 1960s in partnership with all 33 London boroughs and the county councils of Essex and Hertfordshire.

## Policy

7.6 The national Legacy Action Plan “Before, during and after<sup>21</sup>” was published by DCMS in June 2008 and has since been superseded. This contained 5 promises:

- Promise 1 –  
Make the UK a world leading sporting nation
- Promise 2 –  
Transform the heart of East London
- Promise 3 –  
Inspire a generation of young people
- Promise 4 –  
Make the Olympic Park a blueprint for sustainable living
- Promise 5 –  
Demonstrate the UK is a creative, inclusive and welcoming place to live in, visit and for business



Photo: Ron Chapple, Comstok, © Getty Images.

7.7 In December 2009, the Minister for the Olympics announced there would be a new legacy theme around setting new standards and changing perceptions of disability. A Disability Legacy Plan, “London 2012: A legacy for disabled people”<sup>22</sup> was published in March 2010.

20 <http://www.leevalleypark.org.uk/>

21 <http://www.culture.gov.uk/images/publications/2012LegacyActionPlan.pdf>

22 [http://www.culture.gov.uk/reference\\_library/publications/6749.aspx](http://www.culture.gov.uk/reference_library/publications/6749.aspx)

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7.8 The Legacy Action Plan has been superseded by the new Government who have published plans under the following key themes:

- Harnessing the United Kingdom's passion for sport to increase grass roots participation, particularly by young people – and to encourage the whole population to be more physically active.
- Exploiting to the full the opportunities for economic growth offered by hosting the Games.
- Promoting community engagement and achieving participation across all groups in society through the Games.
- Ensuring that the Olympic Park can be developed after the Games as one of the principal drivers of regeneration in East London.

7.9 One of the key legacy objectives of the previous Government was to use the power of the Games to encourage more sport participation and healthier lifestyles. This objective remains but the elaborate suite of targets set by the previous Government has been replaced with a series of co-ordinated initiatives by departments responsible for health, education, sport and the environment. This includes the Places People Play programme, which is a partnership between BOA, BPA, Sport England and LOCOG. This objective is explored in more depth in our Inclusion and Healthy Living Review<sup>23</sup>.

7.10 The previous Mayor of London published “five legacy commitments” in June 2008 and these commitments have been adopted by the current Mayor<sup>24</sup>. These comprise:

- Commitment 1 – Increasing opportunities for Londoners to become involved in sport
- Commitment 2 – Ensuring Londoners benefit from new jobs, business and volunteering opportunities
- Commitment 3 – Transforming the heart of East London
- Commitment 4 – Delivering a sustainable Games and developing sustainable communities
- Commitment 5 – Showcasing London as a diverse, creative and welcoming city

7.11 The 5 Host Boroughs of Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest have joined together in a Multi-Area Agreement and have developed a Strategic Regeneration Framework (SRF)<sup>25</sup> to describe how they expect East London to develop over the next 20 years. The 5 Boroughs are now also including the London Borough of Barking and Dagenham in the SRF implementation proposals. The Mayor's endorsement of this strategy is recognised in the Government legacy report. This identifies seven outcomes with a view to tackling deprivation in the area and reaching convergence with the London norms:

23 <http://www.cslondon.org/publications/?category=1&PHPSESSID=bf59d769b4fc7a8633a9ce73aea422e8&did=75>

24 <http://www.london.gov.uk/priorities/london-2012/benefits-and-legacy>

25 <http://www.towerhamlets.nhs.uk/EasySiteWeb/getresource.axd?AssetID=29775&type=full&servicetype=Attachment>  
[http://www.elcvnetwork.org.uk/areas\\_of\\_work/host-boroughs-unit/documents/SRF1Final14-10-09.pdf](http://www.elcvnetwork.org.uk/areas_of_work/host-boroughs-unit/documents/SRF1Final14-10-09.pdf)

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- Creating a high quality city within a world city region
  - Improving educational attainment, skills and raising aspirations
  - Reducing worklessness, benefit dependency and child poverty
  - Homes for all
  - Enhancing health and wellbeing
  - Reduce serious crime and anti social behaviour
  - Maximising the sports legacy and increasing participation

7.12 The OPLC has established the following key goals:

- To create a 'signature' urban park and a great place – 'must see, must return'
- To be a catalyst for regeneration and convergence
- To be based on family housing with a range of affordability
- To be a premier centre for sport and leisure
- To be a centre for economic innovation
- To exemplify the highest standards of estate management and private investment

7.13 They plan to manage this through the following key themes:

- Sustainability
- Design quality
- Socio-economic goals
- Equality and inclusion
- Community engagement
- Sport and health

7.14 The LVRPA will own and operate the VeloPark and White Water Centre in legacy. Both have been designed with legacy in mind, with leisure facilities as well as elite sport venues. The white water facility has two separate circuits, one for leisure and one for elite sport. This, along with the sailing venue in Weymouth, will be one of the few facilities open to the public before the Games. The VeloPark will feature a mountain bike route, a road cycle circuit and good connections to cycle routes to support the UK's fastest growing sport.

7.15 The Athletes' Village is not the responsibility of either of these bodies. Social housing will be the responsibility of Triathlon Homes (a joint venture company established by First Base and housing associations Southern Housing Group and East Thames Group), who have purchased 1,379 homes. The private housing portion of the village will remain the responsibility of the ODA until the properties are sold to a private developer. In December 2010 the ODA announced a shortlist of private-sector organisations who will be invited to submit financial proposals for the purchase and long-term management of the remainder of the Athletes' Village. This being the 1,439 homes which will become private housing after the Games, together with six future development plots in the Village site with the potential for a further 2,000–2,500 new homes.

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## Governance process

- 7.16 The OPLC has established three committees under its Board: Audit, Investment and Communities. The Communities Committee is chaired by Lord Andrew Mawson of Bromley-by-Bow, a prominent local social entrepreneur. An executive director is responsible for planning, urban design and sustainability. At the time of our fieldwork, a consultant had been recently engaged to help define the sustainability objectives and plan.
- 7.17 The objectives related to sport are co-ordinated through the Sports Legacy Stakeholder Group with representatives from UK Sport, Sport England, the Youth Sport Trust, sport governing bodies, LOCOG, the GLA, the BPA and the BOA.
- 7.18 The BOA and the BPA are responsible for the performance of Team GB in Olympic and Paralympic sport. The two organisations are co-located. The Chair of the BOA is a member of the Olympic Board, with the Chair of the BPA also being an attendee.
- 7.19 Responsibility for sports policy is devolved to each of the nations. Policies in Scotland, Wales and Northern Ireland may differ. Encouraging sport participation in England is the responsibility of Sport England, funded and governed by local authorities, DCMS and the National Lottery. This is delivered through a wide range of sport governing bodies. This structure is due to change under the new Government.
- 7.20 The Mayor's office has a range of specific initiatives aimed at encouraging inactive people to become involved in sport and in 2009 published a Sport Strategy which sets out the Mayor's contribution to the sporting legacy. The aim of the strategy is to deliver a grass-roots sporting legacy for Londoners from the 2012 Olympic and Paralympic Games by securing a sustained increase in participation in sport and physical activity amongst Londoners and using sport to assist in tackling social problems including ill health, crime, academic underachievement and lack of community cohesion. These initiatives are reviewed in more detail in our Inclusion & Healthy Living Review<sup>26</sup>.

## Organisational capacity

- 7.21 At a national level, organisational capacity is highly dependent on the resources provided by central government departments participating in the various aspects of legacy. GOE has a legacy directorate to focus on all aspects of legacy, including sustainability.
- 7.22 The Mayor's office has increased the capacity of their Olympic team against a trend of staff reductions in the GLA under the current administration. The co-ordination of the economic legacy in East London, and the employment and skills agenda in particular, is highly dependent on resources from the LDA and the new Skills Funding Agency<sup>27</sup>. At the time of reporting it is not certain how this activity will be supported and funded beyond April 2011.

<sup>26</sup> <http://www.cslondon.org/publications/?category=1&PHPSESSID=bf59d769b4fc7a8633a9ce73aea422e8&did=75>

<sup>27</sup> <http://skillsfundingagency.bis.gov.uk/>



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- 7.23 The OPLC has received its provisional CSR settlement and has resolved the structural land and debt issues related to the company. It is too early to say how the OPLC will use the resources available to maximise a sustainable legacy.
- 7.24 LVRPA is funded through a levy on local authorities in London and county councils of Hertfordshire and Essex. They have reduced the levy and must increase their commercial activities. The ownership of new facilities as an Olympic legacy will help to contribute to this, provided legacy facilities such as the cycle circuit can be delivered effectively, on time and within budget.

## Reporting

- 7.25 DCMS has commissioned a “Meta Evaluation of the Impacts and Legacy of the London 2012 Olympic and Paralympic Games”. A draft report for the first stage of the work has been produced. This outlines the scope of the work and how the key questions will be answered. The meta-evaluation pulls together all manner of relevant findings from evaluation activity being undertaken by individual organisations delivering the legacy of the Games and the relevant findings from assurance bodies, including the Commission, in order to understand the overall legacy of the Games.
- 7.26 LOCOG is responsible for coordinating the Olympic Games Impact Study (OGI), an IOC and IPC initiative which tracks a range of environmental and socio-economic indicators before, during and after the Games. The study spans an eleven year period from 2003 to 2014, with the final report due in 2015. An initial situation report was produced in 2008 and a pre-Games report in October 2010. The University of East London working with the Institute for Sustainability has been appointed as Research Partner for the current, pre-Games phase, funded by the Economic and Social Research Council.
- 7.27 It is not yet clear how the other legacy bodies will report against their sustainability plans.

## Findings

- 7.28 In our 2009 Annual Review we recommended **“That the current London 2012 Sustainability Group be constituted as a formal legacy board or allocates clear responsibility for the promise to create a “Blueprint for sustainable living”. It needs to review its terms of reference, membership and reporting relationships to ensure it is fit to fulfil the role.”** Although the expression “blueprint for sustainable living” no longer appears in government policy, we are pleased to report that the terms of reference for the Group have been updated to accommodate legacy. The arrangement to co-chair between senior members of Defra and the Mayor’s Office staff is much more positive in terms of assuring a legacy but loses the direct connection with London 2012 governance.

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7.29 In our 2009 Annual Review we were critical of the objective to create a “blueprint for sustainable living” in that we considered it a meaningless statement unless it was backed up with a clear definition and action plan. It is ironic that this objective has been dropped in favour of aims which may be just as difficult to define in sustainability terms. Therefore our recommendation in our 2009 Annual Review **“That the London 2012 Sustainability Group, with input from relevant stakeholders, define the meaning of a “blueprint for sustainable living” and develop a work plan to deliver it”** is rendered redundant as a result of this change of policy. However, the new government plans are quite specific about what is actually going to happen and we look forward to understanding how the London 2012 Sustainability Group will engage around this new agenda.

### ■ Recommendation 3

That the London 2012 Sustainability Group addresses delivery of the sustainability aspects of the Government legacy plan published in December 2010.

7.30 The good work undertaken in the area of skills and employment<sup>28</sup> by the LDA and other partners continues to be at risk if the LDA and other skills funding bodies are not able to continue to support this with funding and expertise. The LDA will ramp down in 2011 and close before the Games in 2012 with the remaining functions of the organisation being absorbed into the GLA. This activity may receive a lower priority and it is not clear where the resources will come from. The ODA funded resources at risk as construction progressed towards the peak workforce on the Olympic Park and Athletes’ Village of 11,000 in 2010. LOCOG are preparing to mobilise up to 200,000 employees and volunteers required to stage the Games and are reliant on job brokerage through the 5 Host Boroughs, CompeteFor and Diversity Works for London to achieve some of their diversity and inclusion objectives. These all rely on LDA funding and are at risk.

7.31 We have always believed that the legacy of knowledge is of equal importance to other more tangible legacy outcomes. To this end we welcome plans to launch the ODA learning legacy website in 2011 and the Government commitment to embed ODA standards into their procurement requirements. This subject is covered in more detail in the section in this report entitled “Making a difference”.

28 [http://www.cs london.org/downloads/2009\\_Employment\\_and\\_Skills\\_Review.pdf](http://www.cs london.org/downloads/2009_Employment_and_Skills_Review.pdf)

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## 8 Sustainability Review – Overview

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- 8.1 In previous reports we have addressed the five key themes of sustainability developed by the Key Stakeholders to shape our thoughts around sustainability outcomes. Although this was a good way to report joined up activity it did not really give an answer to the question we are asked most frequently; “will London 2012 be sustainable?” In order to start to answer this question we have set out our own vision of a sustainable London 2012 related to the myriad of commitments and objectives set by the Key Stakeholders and the more challenging expectations of our Commissioners and wider stakeholders. We have reported on the key risks and opportunities related to each aspect of a sustainable London 2012 and provided our current assessment of the probability that the vision will be achieved in each area.
- 8.2 We have broken our sustainability vision into a number of key areas:
- Towards sustainable construction
  - Towards sustainable infrastructure
  - Towards sustainable events
  - Developing sustainable communities
  - Making a difference
- 8.3 For each area we have defined our vision, the significant objectives set by Key Stakeholders, our commentary and recommendations.



The mountain bike course at Hadleigh Farm, Essex.

Photo: © LOCOG.

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# 9 Sustainability Review – Sustainable construction

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## Our vision

London 2012 delivers exemplary performance and can demonstrate that it has set new standards for the construction industry

## Scope

- 9.1 We have considered construction to be the creation of permanent and temporary facilities created to stage the Games and/or for legacy. This is also defined by the Olympic Park planning requirements. Another way of looking at this is to imagine turning a venue or facility upside down and shaking it. The bits that don't become detached from the ground have been constructed. Our review covers all venues at which the Games will take place and any infrastructure constructed to support the Games or legacy.
- 9.2 There is a difference between constructing sustainably and delivering sustainable buildings and infrastructure. In this section we have considered the work of constructing things. The sustainability of infrastructure and buildings for legacy is considered under "Sustainable Infrastructure".
- 9.3 Our review is focused primarily on the ODA. LOCOG has responsibility for fit-out, overlay and most temporary venues. We have considered their work under "Sustainable Event"

## Commitments

- 9.4 The ODA are committed to the following targets:
- Reclaim 90 per cent of demolition waste by weight for reuse or recycling.
  - Site Waste Management Contractor to divert 90 per cent of construction waste from landfill.
  - Signed up to Waste and Resource Action Programme's (WRAP's) commitment 'Halving Waste to Landfill'.
  - 100 per cent of timber will be procured from sustainably certified and legal sources in accordance with the Central Point of Expertise on Timber (CPET).
  - 20 per cent of materials (by value) and 25 per cent of aggregate (by weight) will be from recycled or secondary sources.
  - The Green Guide will be used to identify the 'embodied impact' of materials (the impact in the extraction, manufacture, production and assembly of materials).
  - An aspirational target has been set for 50 per cent of materials (by weight) to be transported by rail or water.
  - Contractors will abide by the Considerate Constructors Scheme and achieve a minimum score of four out of five for each section, meaning that the site will operate beyond industry standards.
- 9.5 ArcelorMittal is required to comply with the same planning targets as the ODA for construction of the Orbit tower.



Pumping station and new sewer network.

Photo: Steve Bates, © ODA.

## Commentary

- 9.6 Throughout the programme the ODA has demonstrated exemplary standards of construction sustainability. There is clear evidence that standards are applied and enforced through the procurement, risk management, and contract management processes, and in everyday construction on site, as confirmed by the Environment Agency and other statutory bodies such as the Health and Safety Executive.
- 9.7 Our 2010 Waste Review<sup>29</sup> confirmed that **“The ODA has been resolute at achieving and exceeding its 90 per cent reuse and recycling target for demolition waste. Both its performance and experience have now become a construction industry benchmark”** we also concluded that **“The ODA is now meeting its construction waste target, which is to divert 90 per cent from landfill through reuse, recycling and recovery. Though the Commission has some specific concerns around incineration and the destination of waste wood, the overall finding is very positive for such a complex and time-sensitive project”**. Our concerns about waste wood have subsequently been resolved.

29 [http://www.cs london.org/downloads/2010\\_Waste\\_Review.pdf](http://www.cs london.org/downloads/2010_Waste_Review.pdf)



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- 9.8 We expressed concern in our Waste Review about the impact of waste after the Games **“The Commission is concerned that this area will need clarity over responsibilities and careful co-ordination and management, to ensure that sustainability standards are maintained and that nothing is lost in-between areas of responsibility. Having observed in this and other reviews the effectiveness of a target driven approach, the Commission would like to see a target set for the reuse of assets and materials for the bump-out and transformation phases”**. There is a commitment in the London 2012 Sustainability Plan to reuse or recycle at least 90 per cent of materials from deconstruction of temporary venues after the Games. We are also pleased to report that roles and responsibilities have been clearly defined for venue use, bump-out and transformation. We remain concerned that focus may be lost after the Games, particularly in the light of massive downsizing of resources, and that there is not yet a specific target for the reuse of assets and materials. Without a specific reuse target we believe there is a risk that materials will move down the waste hierarchy. We will continue to monitor this activity before and after the Games.
- 9.9 Our Waste Review also concluded that the target for use of secondary materials is being comfortably exceeded. Our report stated **“The targets around recycled content have required more persistent work with designers and contractors with the result that the ODA is currently achieving 34 per cent recycled materials by value”**.
- 9.10 When first adopted by the ODA, the land and waterways were highly contaminated as a result of decades of industrial pollution and contained several invasive species such as Japanese Knotweed and Giant Hogweed. The ground-breaking work to decontaminate the land, remove the invasive species whilst keeping most of the material on site and reusing or recycling over 90 per cent of the demolition materials has set new standards for the construction industry and should be an example for other projects in the UK and worldwide. We understand there is some evidence to suggest that the process of on-site remediation demonstrated substantial cost savings over traditional methods and we look forward to this evidence becoming public as part of the learning legacy programme.
- 9.11 The ODA’s effort to procure sustainable timber was of particular note. A panel of suppliers was established at a very early stage of the project and strict assurance processes were built into the logistics process to ensure that only certified timber was used on site. This has proved to be a significant challenge, demonstrating that a clause in a contract requiring sustainable timber is not enough. The process required rigorous procurement and contract management processes to achieve the objective. We believe that LOCOG should pay particular attention to the lessons learned here as they develop their contract management processes.
- 9.12 The issue of embodied carbon emissions has been a key focus for us since our inception. In our 2009 Carbon Review we said **“Preparation for and staging of the Games inherently means that there is a net increase in the UK’s contribution to global carbon emissions. Since 2006, we have urged Key Stakeholders to treat carbon**

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**management as a strategic issue; to define, measure, reduce and mitigate the negative impacts in an open and transparent way”**. We commended the work done to define the carbon footprint of the Games and recommended that work was done to mitigate footprint, including the 67 per cent of the emissions that are attributed to construction. The results with respect to construction have been mixed.

- 9.13 We consider the Velodrome to be an exemplary sustainable building in that it is highly energy efficient and also of light construction, reducing cost and embodied footprint. The Aquatic Centre is significantly less carbon efficient in design and construction. Whilst the Aquatic Centre is intended to be an iconic venue at the Gateway to the Olympic Park at Games-time and in legacy, the Velodrome is also an iconic venue of a similar physical footprint but uses significantly less materials, particularly steel. However, we acknowledge that the Aquatic Centre team has made a great effort to reduce the impact of a design brief inherited from the bid that did not address the impact of embodied energy.

**“We consider the Velodrome to be an exemplary sustainable building in that it is highly energy efficient and also of light construction.”**

This includes:

- High levels of aggregate replacements in ready-mix concrete.
- Insulation from recycled paper and recycled glass.
- A laminated solution for the timber ceiling, reducing the quantity of tropical hardwood required.
- Redesigning temporary stands to eliminate 475 tonnes of steel, maximise reusability and eliminate mechanical cooling.
- Pool backwash water to be reused in toilet flushing.

- 9.14 During 2010 we were given to understand that the ODA would measure the “as built” embodied footprints of four venues to enable comparison between this and the assumptions made when the reference footprint was created. This commitment was referenced in various internal meetings. During this review we understood that only one venue was being evaluated (the Velodrome). We were concerned that a disproportionately positive picture may be communicated if only the best venue is evaluated. We now understand that the Aquatic Centre will also be evaluated, providing a more balanced learning legacy.

#### ■ Recommendation 4

That the ODA evaluate the “as built” carbon footprints of at least two venues to include the Velodrome and the Aquatic Centre and publish the lessons learned as part of their learning legacy work.

- 9.15 The objective to deliver 50 per cent of materials by rail or water is currently being comfortably exceeded by the ODA, who are currently achieving 67 per cent. However,

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as the Big Build nears completion the wharf has been closed and the rail head will soon follow so that the sites can be converted to their Games-time use. This will mean that remaining deliveries of material need to be by road. We understand from the Planning Decisions Team that this target applies to all construction including LOCOG's fit-out activities. LOCOG are considering this objective as part of their logistics planning with partners UPS, where consideration is being given to use of Tilbury Docks among other local logistics hubs.

- 9.16 The ODA has made a commendable effort to minimise the inevitable disruption to neighbourhoods that a large construction project causes. The use of the Considerate Constructors' scheme combined with the sustainable transport objective and extensive engagement with the local community has added up to an impressive performance in this area.
  
- 9.17 The Orbit tower is a largely private contribution but has received £3.1M in public funding from the LDA. Compliance with sustainability standards did not feature in the brief for the tower design. However, our discussions with the GLA and the OPLC indicate that the standards set by the ODA will be adopted and will be enforced by the Planning Decisions Team. This will include energy efficiency, waste and resource use targets including a high percentage of recycled content. Given our well documented concerns about embodied energy we find it hard to see justification for a massive steel structure that appears to serve little purpose. The GLA and the OPLC maintain that the tower will be a major visitor attraction in legacy, bringing 1 million visitors per year and acting as a catalyst for vibrant social, economic and cultural activities. If this turns out to be the case, the investment in embodied energy may have been worthwhile but we remain to be convinced.  

**“... we find it hard to see justification for a massive steel structure that appears to serve little purpose.”**
  
- 9.18 There is anecdotal evidence that the ODA's approach to sustainability, health and safety has led to greater productivity. By reducing absenteeism and improving the wellbeing of the workforce, using less packaging, creating less waste and moving things around more efficiently, the ODA appear to have achieved significant improvements in productivity. This potentially compelling evidence will help to make the case for investment in sustainability and workforce welfare and should not be lost.

**■ Recommendation 6**

That the ODA, working with government departments, gather evidence of the linkage between productivity, health, safety and sustainability and publish their findings as part of the learning legacy.

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# 10 Sustainability Review – Sustainable infrastructure

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## Our vision

London 2012 delivers sustainable infrastructure that acts as a catalyst for sustainable development in East London

## Scope

10.1 In this section we consider the permanent infrastructure to be used for the Games but created for legacy. The proud boast of ODA executives and political leaders is that “75 pence in every £1 spent is for permanent legacy”. It is the responsibility of the accountants to demonstrate if this is correct. Our responsibility is to ask if the infrastructure is future-proof and able to act as a catalyst for sustainable regeneration.

## Commitments

10.2 The ODA committed to the following key objectives:

- The ODA aspires to achieve a 50 per cent reduction in carbon emissions from the built environment on the Olympic Park (against 2006 Building Regulations) by 2013.
- To ensure 20 per cent of the energy used on the Park after the Games will be from on site renewable sources.
- To build a 120m, two-megawatt, wind turbine at the north of the site to supply enough power for approximately 1,000 homes a year.
- To build CCHP plant as part of an onsite energy centre, allowing more efficient distribution of electricity and heat recycling.
- To achieve Code for Sustainable Homes Level 4 for the Athletes’ Village, resulting in a 44 per cent reduction in carbon emissions.
- To reduce demand for drinkable water by 40 per cent for permanent venues and, in line with the Code for Sustainable Homes Level 4, by more than 30 per cent for residential buildings compared to current practice.
- To achieve a reduction in the use of drinkable water by installing water efficient fixtures and fittings in venues such as low flow taps and waterless urinals. These fixtures and fittings will help result in an 18 per cent reduction in water use on the Olympic Park.
- To install a major non-potable water network across the Olympic Park for toilet flushing in venues, irrigation and processing in the Energy Centre.
- The Park will feature 45 hectares of species-rich habitat that can mature into a Site of Importance for Nature Conservation (SINC) of at least Borough Grade 1 status.
- Permanent buildings will achieve a BRE Environmental Assessment Method (BREEAM) ‘Excellent’ rating, after the Games.
- Buildings and infrastructure are being designed to cope with a one-in-100-year flood and an annual six millimetre rise in the sea level.
- Construction of Prescott Lock enabling construction materials to be brought in by water.
- Games time Polyclinic transformed into a community health centre.
- Opportunities to incorporate habitats into buildings’ design sought, through provision of nesting cavities and creation of green and brown roofs.

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- 100 per cent of spectators to reach the Games by public transport or by walking or cycling (with the exception of those with specific access requirements).
  - To invest £10 million in the construction of 50 kilometres of new cycle routes and 30 kilometres of new walking routes in London and a further 20 kilometres of walking and cycling routes near venues around the UK.
  - Accessible Transport Strategy, to cater for approximately 15–20 per cent of spectators (24,000–32,000) who are expected to have specific access needs (including disabled people; older people; parents with infants; children; and first time visitors to the UK or London).
  - London 2012 will be the most accessible Games to date. Inclusive and accessible designs are at the heart of the planning for all Games venues and infrastructure. The Olympic Park and venues will offer athletes and spectators an experience that can be enjoyed equally, confidently and independently, regardless of age, disability, gender or faith.

10.3 The waste objective in the London 2012 Sustainability Plan states:

- Our aim is for the 2012 programme to be a catalyst for new waste management infrastructure in East London and other regional venues and to demonstrate exemplary resource management practices.

## Commentary

- 10.4 Following the cancellation of the wind turbine, a decision we supported, and despite significant effort by the ODA to find viable alternative solutions, the objectives to achieve 20 per cent renewable energy for legacy and 50 per cent carbon reductions will not be fully achieved through solutions on the Park. We commend the ODA for exploring every possible option. However, an option to explore a low carbon solution to the energy centre contract was rejected at a very early stage of the programme, shortly after the bid was won. The Commission did not formally exist at the time but the London Sustainable Development Commission and other stakeholders advised against this. The energy centre was always required to be a privately funded facility. We recognise the commercial and technical pressures at the time and that advice to the ODA concluded that a fossil fuel solution was the best option. However efforts should now look at the potential for using alternative fuels to power the Energy Centre.
- 10.5 Biomass boilers will be used as part of the energy centre but other renewable heat sources were not able to be used due to the energy centre contract requiring the owners to have exclusive rights to heat the Olympic Park. This has meant that only renewable electricity options were available to meet the remainder of the renewable energy target and few are viable in a densely populated urban environment.
- 10.6 The constraints from the contract, combined with the failure of the renewables industry to bring forward viable urban renewable electricity options, has meant that only the



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proposed installation of solar photovoltaic panels (PV) on the media centre has proved viable in increasing the proportion of renewables on the Olympic Park. This has been made economically feasible through subsidies from government feed-in tariffs.

- 10.7 The ODA currently expect to achieve approximately 9 per cent renewable energy and approximately 40 per cent carbon reduction through a combination of the renewable energy, energy efficiency and the use of the site wide Combined Cooling, Heating and Power (CCHP) system.
- 10.8 In order to achieve the 50 per cent carbon objective and to comply with the spirit of the targets, if not the letter, the ODA is proposing to team up with the Mayor's "RE:NEW"<sup>30</sup> programme to provide additional funds to retrofit buildings in the Host Boroughs to achieve lower carbon emissions and reduced costs for the community. It is regrettable that on-site renewable solutions could not be found. However, we believe this is an acceptable alternative solution in that it provides genuine additional carbon reductions and helps to address other social issues such as fuel poverty.
- 10.9 The ODA has been successful in providing a CCHP solution and heating infrastructure for the Park. This system combines with a similar system developed for the Westfield shopping centre and has the potential to act as a catalyst for efficient energy generation and distribution in the Lower Lea Valley.
- 10.10 It should be noted, however, that the CCHP system is powered by natural gas, a fossil fuel. It could be technically possible to power the system on renewable fuel but there is no source of such fuel in the area and this situation will remain until after the Games. In our 2010 Waste Review<sup>31</sup> we said **"The London 2012 waste commitments include an unambiguous commitment for the Games to catalyse new sustainable waste management infrastructure in East London". We also said "The Commission recognises the work of the Mayor of London in progressing his new Draft Municipal Waste Strategy and initiatives such as the Foodwaste to Fuel Alliance. The Commission's view is that there is significantly more to be done and therefore urges the London Waste and Recycling Board to continue funding new projects, particularly with an eye on new infrastructure to process organic waste in time for the Games"**. The failure of the waste industry, regulators and policy-makers to live up to this expectation is regrettable in that it leads to failure to achieve both waste and energy ambitions. However, the infrastructure is there to support future solutions and we would urge the OPLC and other legacy owners to continue to press for an efficient waste to energy solution in the future.
- 10.11 In our 2009 Annual Review we recommended **"That the OPLC work with partners in the local community to ensure the Olympic Park is able to deliver zero carbon energy by 2016."** We have been pleased to see that the OPLC and their energy partner

30 <http://www.lda.gov.uk/projects/renew/>

31 [http://www.cslondon.org/downloads/2010\\_Waste\\_Review.pdf](http://www.cslondon.org/downloads/2010_Waste_Review.pdf)

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Cofely are taking this challenge seriously and are putting substantial resources in to overcoming the significant technical, commercial and land use challenges involved in implementing such a scheme. The recommendation remains open.

- 10.12 The ODA has exceeded expectations in the area of non-potable water. By implementing park-wide non-potable water infrastructure and working with Thames Water to introduce the UK's first large scale membrane bio-reactor, the Park is able to recycle black water for a wide range of non-drinking uses, including providing the water supply to the district heating system. The ODA and Thames Water are to be commended for this class leading initiative. One disadvantage of such a scheme is that the plant itself is quite energy-intensive, making the carbon target even more difficult to achieve. However, initial desktop research suggests that once Thames Water has been able to optimise the operation of the plant, the impact should be relatively neutral when compared with the net carbon footprint of conventional water and waste water treatment
- 10.13 In order to achieve BREEAM "Excellent" ratings for the venues it was necessary for the ODA and BRE to work together to develop a bespoke version of BREEAM to be applied to sport venues and the Park itself. This provides a legacy for future construction of sport venues. Throughout the programme we have seen the ODA apply their management processes effectively to these objectives and we are currently confident that "Excellent" ratings will be achieved for all venues on the Olympic Park where the legacy use is defined. Route maps to meet an "Excellent" rating have been provided for the Main Stadium and Media Centre but these are dependant on their legacy uses and the OPLC. We are disappointed to report that the building at the White Water Canoe Centre will not achieve an "Excellent" rating as it is anticipated to receive a "Very Good" rating. This is a challenge for the legacy owner, the LVRPA, to upgrade the building in future. Whilst it has not met the BREEAM target, the building does exceed the targets for energy efficiency and recycled content. It also has 21 percent of its predicted energy requirements from renewables, utilising a ground source heat pump.
- 10.14 The Athletes' Village will be the UK's first substantial housing development to be built to Code for Sustainable Homes Level 4. This has proved to be a significant challenge for the Village team but we are currently confident that this will be achieved. This objective will need to be finally confirmed by post-occupancy reviews by the legacy owners. Legacy ownership of the Village is not yet clear as the private element of the development is currently for sale.
- 10.15 Infrastructure is not just for humans and the objective to create 45 ha of species rich habitat is very important, not least because this is not much more than was available before the Games, although the new habitat will be much more accessible. In our 2010 Biodiversity Review<sup>32</sup> we said **"The ODA have produced a Biodiversity Action Plan for the Olympic Park, setting out the commitment to 45 hectares of ecologically managed habitat and what habitats this will be made up of. They**

32 [http://www.cs london.org/downloads/CSL\\_Biodiversity\\_-Review.pdf](http://www.cs london.org/downloads/CSL_Biodiversity_-Review.pdf)

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**have also produced a proposed ten year management plan for the park and have begun to monitor the biodiversity of the park as it starts to develop”**. Whilst we commend the ODA for this achievement we would challenge the OPLC to ensure that this commitment is maintained for legacy. We are pleased to see that the OPLC’s procurement of facilities management services is based on the ODA ten year plans. However, pressures on land use are already building, including the potential for a much larger capacity stadium for football, placing this commitment at risk. A fundamental concept of the bid was the creation of a new urban park. We expect the OPLC to honour this commitment.

■ Recommendation 6

That the OPLC confirm their commitment to maintain 45 hectares of habitat that can mature into a Site of Importance for Nature Conservation (SINC) of at least Borough Grade 1 status and base their planning considerations on this assumption.

- 10.16 The exemplary land remediation programme needs to be considered in context. The ODA was required to remediate land to be suitable for high density apartments. If legacy plans include houses with gardens, the land will require further treatment to increase the human health level to be suitable for these purposes. The OPLC is fully aware of this requirement and has undertaken to take this into consideration in any development plan.
- 10.17 The design of the Park to deal with a one in 100-year-flood has enhanced the flood protection of the area and has resulted in more than 4,000 properties benefiting from a significantly reduced risk of flooding as a result.
- 10.18 The enhancement of Prescott Lock by the ODA in partnership with British Waterways has enabled local waterways to be used for leisure and commercial purposes, consistent with the “Water City” vision promoted by local community leaders.
- 10.19 The principle of the public transport Games and accessible transport targets have led to bringing forward over £5 billion investment in new and upgraded transport infrastructure, making the Lower Lea Valley one of the most accessible locations in the UK with the High Speed Rail Link having the potential to provide good links to mainland Europe from Stratford International station.

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# 11 Sustainability Review – Sustainable event

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## Our vision

London 2012 delivers the most sustainable Games to date in terms of delivery, visible achievement and long term influence on the event management industry

## Scope

- 11.1 This section covers all events that carry the London 2012 logo. This includes the Olympic and Paralympic Games, City Operations at Games-time and the Cultural Olympiad. This is primarily the responsibility of LOCOG but ODA Transport, the GLA Group, local authorities and organisations such as Royal Parks and the LVRPA also have responsibilities in this area.

## Commitments

- 11.2 LOCOG's commitments are detailed in the first section of this report.
- 11.3 Despite frequent requests, we have not been able to establish GLA City Operation's commitments, other than the intent to comply with BS 8901.

## Commentary

- 11.4 LOCOG's Venue Strategy has matured significantly since our last report and we are pleased to see our recommendation to set specific targets has been adopted.
- 11.5 The objective to reduce the overall footprint (size) of LOCOG's temporary venues and overlay requires conventional thinking about what is needed to stage an Olympic Games to be challenged and for operational norms to be re-considered. 25 per cent is a very ambitious target and we have seen good plans to achieve this to date. Vancouver achieved a similar target for the 2010 Winter Games. If LOCOG can repeat this performance for the much bigger summer event, it will enable future Games to replicate and improve on this target, reducing the environmental impact of future events as well as this one. Fewer or smaller facilities also lead to lower costs, creating a win-win situation.
- 11.6 The Sustainable Sourcing Code is having a significant impact on LOCOG's supply chain in sectors where sustainability is not normally a prime consideration. Managing the supply chain is a significant challenge given that all services are delivered at once, that there is no "second chance" to rectify poor performance, and no opportunity for repeat business to incentivise performance. With this in mind, LOCOG are working with partners Deloitte to develop a bespoke contract management system, which is due to go live in April 2011.
- 11.7 Transport of the Olympic Family (athletes, officials and guests) during the Games is the responsibility of LOCOG. TfL, in partnership with the ODA will transport spectators. In our Transport Snapshot Review in 2010, we said **"The Commission welcomes the excellent and, in some cases, innovative work being undertaken by the London**

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**2012 transport teams in planning to deliver against the stated sustainability objectives of a public transport Games, minimising CO2 emissions, and an inclusive and accessible Games”.** We continue to be impressed.

- 11.8 The BMW offer of a vehicle fleet delivering less than 120g/km and Euro Category 6 emissions standards a full 2 years ahead of this being a legal requirement is a good example. Bus and coach services will be expected to deliver Euro 4 standards as a minimum, again this is in excess of legal requirements. By procuring these services early, LOCOG has been influential in enabling bus and coach operators to upgrade or replace their fleets in plenty of time, improving the air quality of the UK’s bus and coach fleet for legacy and minimising the spike in demand at Games-time. However, we have been disappointed with the lack of innovation with respect to alternative fuels. The challenge for LOCOG is to deliver an overall high standard and to take the opportunity to showcase new technology where operationally feasible.
- 11.9 In our Annual Review in 2009 we recommended **“That the cost of public transport to the Games, combined with car park pricing be structured to ensure that travelling to the Games from outside London is affordable and that people are incentivised to use sustainable forms of transport”**. We are pleased to see Eurostar join LOCOG as a partner to encourage rail travel from mainland Europe. We are also pleased that the venues at Eton Dorney, the Lee Valley White Water Centre and Hadleigh Farm will be deemed to be in the London area for the purposes of the free public transport travel within London deal for ticketed spectators. At the time of our fieldwork for this review we were assured that negotiations for affordable fares from UK train operating companies were being drawn to a satisfactory conclusion but details were not available at the time. This recommendation will remain open until we receive confirmation regarding ticket pricing.
- 11.10 We are concerned about the inevitable offers of land around the venues for use as unofficial car parks, as this tends to happen near all major sporting venues. There is a risk that the “public transport Games” could be undermined by this practice and a co-ordinated approach will be required between LOCOG, TfL, ODA Transport and local authorities to ensure this aspect of transportation is well managed.
- 11.11 We have been impressed by the plans to encourage the 208 visiting sports teams and the media to use more sustainable transport. St Pancras station has been established as one of the key reception areas where teams can be processed quickly and transported by the Olympic Javelin rail service directly to the Athletes’ Village in seven minutes. LOCOG is concluding arrangements with BAA to enable use of the Heathrow Express to transport teams and the visiting media from Heathrow as a more sustainable alternative to the coach transport traditionally used for the Games. Some sponsors, such as UPS, Coca-Cola and GE have identified travel for their VIP guests to be a significant proportion of their carbon footprint. UPS are planning to offset emissions related to travel for their 800 VIP guests<sup>33</sup>.

33 <http://www.roadtransport.com/Articles/2010/12/20/137683/DHL-and-UPS-boost-environmental-credentials.htm>



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11.12 We have always been concerned about LOCOG's renewable energy objective. In our Annual Review of 2007 we recommended that **“LOCOG should establish dialogue with the utility sponsor (appointed by LOCOG) and the utility partner (appointed by the ODA) in 2008 to understand how the 20 per cent Games time renewable energy target will be achieved. In this regard, LOCOG should consider the opportunity to link with the waste agenda, such as the use of biofuel from anaerobic digestion facilities”**. In our 2009 Annual Review we said **“LOCOG has expressed concern that the target to deliver 20 per cent of Games-time electricity from new, local renewable sources is in doubt because of lack of technology in the market to provide renewable temporary power in the high volumes demanded by the Games”**. This year we can confirm that LOCOG will not achieve this objective. We are advised by LOCOG that the industry is unable to deliver the technology to offer temporary renewable power reliably. However, a commitment is a commitment and we expect LOCOG achieve the carbon saving objectives by other means. LOCOG has chosen to develop an aggressive strategy to achieve the carbon target by reducing the use of energy during the Games. If carbon reductions of 20 per cent or more are achievable we support this initiative. Our discussions to date with LOCOG indicate that the target to reduce energy consumption will be challenging but achievable. We have yet to see the final calculations and will review these during the year to make sure the objective is achieved.

#### ■ Recommendation 7

That LOCOG calculates the carbon that would have been saved through the renewable energy target and demonstrates how this carbon will be saved through reducing Games time energy use.

- 11.13 In our Annual Review of 2009 we said **“LOCOG has committed, with energy partner EDF Energy, to provide a low carbon flame for the Olympic cauldron. This is more than a symbolic gesture, the gas consumed during the Games is substantial and we look forward to seeing the plans to achieve this objective”**. We are pleased to see a significant research and development effort going in to this and that LOCOG and EDF Energy are close to finalising their plans.
- 11.14 The LOCOG technology team were first to develop a sustainability strategy to provide a framework to translate LOCOG's sustainability goals to the technology function. This has been communicated to major technology partners to facilitate a wide range of technology solutions that match LOCOG's ambitions and stimulate demand for more sustainable products and services. There are some impressive initiatives emerging from this strategy, addressing mainly energy use during the Games and disposal afterwards. We believe more could be done with messaging about sustainability issues, from screensavers to apps, to ensure staff volunteers, spectators and people who enjoy the Games through TV and internet.
- 11.15 Venue Environment Management Plans (VEMPs) will be key to maintaining biodiversity during the Games and restoring sites after the Games. These are progressing well. For longer term restoration of sites, LOCOG are developing restoration plans and intend to endow funds to the organisations responsible for this. A good example would be Greenwich Park, where the

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Royal Parks are responsible and have confirmed that they have satisfactory arrangements with LOCOG.

- 11.16 Poor air quality continues to have a significant impact on the health of Londoners. Although we cannot expect London 2012 to solve this problem we should expect the programme to minimise emissions and to set an example to others. The transport arrangements described in this section make a positive contribution, as does the objective to reduce non-essential comfort cooling by 70 per cent; this reduces the need for temporary generation and the associated emissions. The objective to minimise particulate matter of prime running temporary generators by 80 per cent is particularly challenging and we welcome the announcement of a partnership with Agrekkio to help to meet this ground-breaking target. The BMW offer of Euro Category 6 cars and the imposition of Euro Category 4 buses and coaches all make a positive contribution.
- 11.17 The impact of the Olympic Route Network on London's traffic and subsequent emissions remains a concern for us. The plan relies on a 30 per cent reduction in background traffic during the Games. The process of communication to London businesses has started but we remain to be convinced that this will be effective. Londoners do not take kindly to being told what to do and the experience of Vancouver suggests that traffic levels fell in the first few days of the Games and then rose again as people realised the streets were quiet. However it must also be understood that Vancouver does not have a public transport culture. The responsibility for Travel Demand Management is moving to TfL. We will review the effectiveness of this activity in the run-up to the Games and make recommendations if necessary.
- 11.18 The role of commercial partners will be key to the success of the Games, both financially and from a sustainability viewpoint. The emphasis on sustainability in the commercial offer has been unprecedented, both in terms of the demands LOCOG places on partners and the demands partners put on LOCOG due to unique selling proposition to be associated with a sustainable programme. To date this has been successful; partners such as Adidas have contributed their own corporate responsibility practices as a sponsor and also found the sustainability proposition sufficiently compelling to become the local apparel partner. McDonald's Cadbury's and Coca-Cola have contributed positively to the Food Vision and waste strategies. Both BT and Coca-Cola are pushing the boundaries of carbon footprinting through their work with the Games. EDF Energy has engaged the public in energy awareness through TV advertising, Green Britain Day and "The Pod", an energy initiative engaging 2.5 million British children through the Get Set programme.
- 11.19 London 2012 has been the first Games to offer the status of sustainability partner. At first we were sceptical; in our Annual Review in 2007 we recommended that **"The contribution made by sustainability partners should be clearly communicated through various media, including a section of the London 2012 website which also reports their progress against these commitments"**. In our 2009 Annual Review we said **"We welcome the personal leadership of a LOCOG Director and the appointment of a full time resource to work with partners on sustainability leadership and activation projects"**. Although we have yet to see an initiative where all six partners work together,

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we have seen combinations of partners working on impressive solutions. For example, BT and Cisco have combined to deliver a high technology convergence network for communications which significantly reduces the carbon footprint but more importantly, will leave a legacy of technology infrastructure to support the Government's ambitions to attract hi-tech industry to the area and support regeneration. BMW and BP are working together to minimise fleet emissions to improve on the expectations set by LOCOG. EDF Energy has worked with GE to deliver smart grid technology to the Athletes' Village, enabling unprecedented levels of control over energy consumption during the Games and in legacy.

- 11.20 In our 2010 Food Review we said **“The Commission welcomes this commitment and the progress made by LOCOG engaging with industry and setting clear benchmark standards, and looks forward to the catering industry responding and showcasing the best of seasonal British cuisine, reflecting the diversity of flavours to be found in London”**. During the course of fieldwork for this review, the major contracts for catering were in the process of being awarded. It is clear that LOCOG are setting new standards in their procurement of catering and that this is having an impact on the industry. Rigorous contract management will be necessary to ensure this early promise is fulfilled.
- 11.21 In our 2009 Design Review and 2010 review of LOCOG procurement we recommended “That LOCOG explore the opportunities to influence the marketplace for the goods and services they require to seek to enable the requirements of the Sustainable Sourcing Code to be applied despite the goods and materials being leased and not bought.” We are now seeing examples of this coming forward as LOCOG's procurement progresses and expect this to continue. We therefore consider this recommendation to have been completed.
- 11.22 These examples include an innovative solution to the need to level land for the equestrian platform in Greenwich Park. Here, instead of a significant amount of earth movement, a stilted platform will be erected and disassembled after the event using a new technology from a UK company. Another example is new cabins that are being brought into the marketplace for the Games, which will then form an important component of their supplier's stock post-Games. These have improved insulation, better air flow and will help reduce the need for air conditioning during the Games, as well as helping future users reduce their heating demand for Winter use.
- 11.23 When we first met the BOA and the BPA we were given a clear message that they were 100 per cent focused on elite sport and that sustainability was not a significant issue on their agenda. Since then we have seen a significant improvement from both organisations. Both have been creative in the way they have sought partnerships to acquire the resources they need to take the agenda forward without diverting resources from their core purpose. The BPA/EDF Energy initiative should help to set an example of how to run training camps in a more resource efficient way and the BOA's work with athletes combined with Defra, BioRegional and Coca-Cola has the potential to be an inspiration to athletes and the general public.

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# 12 Sustainability Review – Sustainable communities

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## Our vision

London 2012 delivers a programme of work that inspires healthy living, environmental, social and economic sustainability before, during and after the Games

## Scope

12.1 In this section we consider the contribution of London 2012 to sustainable communities in the 5 Host Boroughs and more widely across the UK. This aspect was reviewed in our recently published Inclusion and Healthy Living Review so we have provided an overview of the highlights and principal concerns in this section.

## Commitments

12.2 London 2012 and the London 2012 stakeholders are committed to maximising the health benefits that the Games programme will bring – to spectators, to workers on site, to the whole UK. Key areas for action are:

- Health and safety
- Remediation of contaminated land and cleaning polluted waterways.
- Air quality
- Sustainable food
- Sport participation and physical activity
- Legacy facilities for community and elite sport and culture

12.3 London 2012 and the London 2012 stakeholders have identified the following priority areas in relation to inclusion:

- Ensuring that the opportunities provided by the Games are spread as widely and as fairly as possible across the UK.
- Promoting supplier diversity and maximising opportunities for local and UK minority-owned businesses and social enterprises to benefit.
- Recruiting and developing a diverse workforce and ensuring that opportunity and training are available to all.
- Ensuring communities from the six strands of diversity (disabled people and non-disabled people, young and old, men and women, every race, every sexual orientation, gender identity and belief) are people involved in sport.
- Inspiring, engaging and involving people and communities across the UK in preparations for the Games, and communities around the Olympic Park in developing legacy plans.
- Creating excellent architecture and urban design, based on inclusive design principles, in the Olympic Park.
- Achieving an equalities step-change in construction sector employment.
- Showcasing and celebrating the UK's diversity, multiculturalism and tolerance through the Cultural Olympiad and the Games.

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- Integrating the Olympic and Paralympic Games, providing the same quality of experience for all participants and spectators.
  - Using the Olympic Park legacy to create sustainable, prosperous and cohesive new communities, fully integrated into surrounding areas.

#### 12.4 The ODA is committed to:

- Promote sustainable employment opportunities and boost skills levels locally and across the UK.
- Bring opportunities for underrepresented groups in the industry including women, Black, Asian and Minority Ethnic people (BAME) and disabled people.
- Deliver a construction workforce of at least 10-15 per cent of residents of the 5 Host Boroughs.
- Ensure at least 7 per cent of the workforce is made up of people previously unemployed before working on London 2012.
- Place at least 2,250 people into traineeships, apprenticeships and work placements (up to 2012).
- Encourage contractors to pay the London Living Wage.

#### 12.5 LOCOG is committed to:

- LOCOG jobs – employment opportunities for approximately 6,000 full time and temporary people by Games time.
- Contractor opportunities – around 100,000 opportunities will be created at Games time providing key services for LOCOG in areas such as catering, cleaning and security.
- Secondment programmes – maximise secondment opportunities for their employees to work with LOCOG.
- Games time Volunteering programme – recruiting up to 70,000 volunteers for the Games. Approximately 40 per cent of the roles will require volunteers with specialist skills in areas such as medical, technology and sport, and the remaining 60 per cent of roles will be generalists requiring no specific experience.
- Host City Volunteer (HCV) programme – this will be delivered by the LDA, providing additional opportunities for people to volunteer at Games time.
- Olympic Broadcast Services (OBS) Training Programme – OBS is the IOC's Host Broadcaster for the Olympic Games. In 2011 and 2012 it will deliver the OBS Broadcast Training Programme (BTP) for the Games – this will provide several hundred undergraduate broadcasting students with the opportunity to enhance their education through a structured broadcast training programme and the opportunity to be part of OBS's paid broadcast crew at the Olympic Games.
- 'Trailblazer' Programme – LOCOG's pre-Games volunteering programme provides the opportunity for people to volunteer to support the preparations to stage the Games in 2012.
- Skills gap study – LOCOG has completed a study to understand the key labour market sectors for Games time roles to enable them to work with Key Stakeholders to develop the skills necessary to stage the Games.



- 'Bridging the gap' – LOCOG, in partnership with the Home Office, has launched an initiative called 'Bridging the Gap' designed to fill the gap in supply for security staff for the Games and pilot programmes are underway to create employment opportunities in this area.
- Catering – a key strand of the recently published Food Vision is skills and education with the desire to use the Games as a live case study for students and support new and innovative partnerships between catering organisations and colleges. This programme will develop further once the contractor is in place later in 2010.
- Graduates – piloting a programme with Technology for graduate placements, starting in September 2010. By Games time they anticipate that up to 60 of these opportunities will be available in Technology. In addition there will be opportunities in other areas e.g. Press and Broadcast.
- 'Get Ahead' programme – LOCOG's apprenticeship programme. On the job training is provided as well the opportunity to study for a Level 3 NVQ in Business Administration.
- Get Set – this is a key initiative delivered by the LOCOG Education team and their partners that provides resources for involving school children and young people in the excitement and inspiration of the Games.
- LOCOG Work Experience – this is a structured work experience programme that offers one week placements to young people at school and college who are looking to enter the workplace.
- Young leaders Programme – this programme is a London 2012 programme designed to give 100 disadvantaged young people the opportunity to have their lives positively changed through participating in a number of life changing opportunities between April 2010 and the end of the Games in September 2012. This programme is being sponsored by BP, with match funding provided by the National Youth Volunteering Service.
- Press Operations Modules – LOCOG has developed press operations modules with Sheffield Hallam University. 600 students will undertake these modules and will be well placed to assist at the Press Centre and other venues at Games-time as Volunteers.

#### 12.6 HM Government is committed to:

- Harnessing the United Kingdom's passion for sport to increase grass roots participation, particularly by young people – and to encourage the whole population to be more physically active.
- Exploiting to the full the opportunities for economic growth offered by hosting the Games.
- Promoting community engagement and achieving participation across all groups in society through the Games.
- Ensuring that the Olympic Park can be developed after the Games as one of the principal drivers of regeneration in East London.

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12.7 The Mayor of London is committed to:

- Ensure Olympics and Paralympics legacy plans embed sustainable action to incentivise and support healthier behaviours.

12.8 The OPLC is committed to:

- To be a catalyst for regeneration and convergence: The Company will work with partners to create physical, social and economic connections with the surrounding communities, opening opportunities for local people, supporting convergence, and boosting regeneration across East London.
- To be a premier centre for sports and leisure: The Company will build on the Olympic and Paralympic heritage to activate the Park as a balanced place for community and elite events, recreation, play and sports tourism, and to use sports as a means for providing opportunities for economic and social advancement.
- To be a centre for economic innovation: The Olympic Park will create a distinctive campus environment to attract new sectors of London's economy including research, innovation, media, education and new clusters of businesses and social enterprises that contribute to London's competitive advantage and support the regeneration of East London.

## Commentary

12.9 In our 2009 Annual Review we said **“The ODA and LOCOG have given a significant profile to diversity in the workplace, in the planning for the Games and among the supply chain. This is exemplary practice and should be considered as the standard that other major projects aspire to”**. We are pleased to report that this exemplary practice continues.

12.10 Although the primary route to jobs and new business is through the ODA and LOCOG, the LDA has made a significant contribution to driving this agenda. The contribution of the LDA has not been widely recognised and they are to be congratulated for their work. The continued success of this initiative is dependent on support from the 5 Host Boroughs job brokerage scheme, CompeteFor and Diversity Works for London. All these schemes were developed, funded and operated by the LDA. The excellent performance to date in diversity and inclusion is at risk if these schemes are not continued after the closure of the LDA or if suitable contingency arrangements are not in place. We understand that LOCOG has satisfactory contingency plans in place but it is important that this issue is resolved as soon as possible.

### ■ Recommendation 8

That the GLA Group resolves the issue of resources available to support CompeteFor, Diversity Works for London and job brokerage as soon as possible to ensure that the good performance in local employment continues<sup>34</sup>.

34 This recommendation also appears in our Inclusion and Healthy Living review and will be linked in our recommendation tracker

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- 12.11 The ODA continue to meet or exceed their employment targets with the exception of women and disabled people. We have reviewed the ODA's efforts to improve this situation and have concluded that they did everything possible and we are unable to recommend further action. It is clear that London 2012 is not going to solve the problem of the small number of women and disabled people in the construction industry but lessons should be learned and applied to future projects.
- 12.12 LOCOG are on track to meet their diversity and inclusion targets. Given the very large number of people to be recruited and the very rapid mobilisation and de-mobilisation of people required, we consider LOCOG's work in this area to be truly ground-breaking. However, it is dependant on a small window of delivery in 2012 and will require significant work from a wide range of contractors to make it happen.
- 12.13 LOCOG's work with young people such as "Get Set" is truly inspirational and a great example for others to follow. We believe this, and other programmes developed by LOCOG, should have a legacy after the Games to ensure that the Olympic values communicated through London 2012 continue to inspire future generations.
- 12.14 In our 2009 Annual Review we said **"One key element of an accessible Games will be ticket pricing"**. Ticket pricing structures were announced in 2009 and we were pleased to see that there is something for everybody. It is clear that commercial pressures must be considered for popular events but there are also a significant number of lower priced tickets and special deals for children such as the "Pay Your Age" scheme. The GLA also plans to buy a quantity of tickets for underprivileged London children.
- 12.15 We have been very impressed by the GLA's work in the area of healthy lifestyles and sport participation. The decision to target a proportion of currently inactive people is very challenging but the right thing to do. We look forward to reporting positive outcomes from these projects.
- 12.16 We recognise there is much more to healthy lifestyles than sport participation. This is a complex area involving many socio-economic and environmental factors as set out in the Marmot Report<sup>35</sup> and our Inclusion and Healthy Living Review. In our 2009 Annual Review we recommended **"That there is greater co-ordination of the health agenda across Key Stakeholders, through existing groups, or possibly by establishing a Health Legacy board as part of the legacy governance structure"**. This has not happened yet and the recommendation remains open. However, we expect to see a greater focus on health in early 2011 as a result of our Inclusion and Healthy Living Review.
- 12.17 We are pleased to see that the latest legacy plans from HM Government make reference to sustainable communities and that schemes to get more children involved in sport appear to have substance and funding. We look forward to reviewing the detailed plans behind these worthy objectives.

35 <http://www.marmotreview.org/>

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- 12.18 The vision from HM Government of a “Tech City” in the Lower Lea Valley fits well with the legacy of high technology infrastructure implemented by BT and Cisco.
- 12.19 We have always emphasised that the intellectual property, skills and knowledge developed around sustainability can contribute to the “green economy” through business opportunities at home and abroad. We welcome the Government’s recognition of this opportunity and the drive through UK Trade and Investment to promote UK companies overseas as expert providers of sustainable solutions.
- 12.20 In our 2009 Annual Review we were very complimentary about the National Sailing Academy in Weymouth. We said **“This is the best example we have seen of environmental, social, economic and sporting legacy, if the other venues can live up to this example, the UK will have a truly sustainable legacy”**. In 2010, the Academy achieved certification to BS 8901, one of the first Olympic venues to do so. This venue remains the benchmark to which others need to aspire.
- 12.21 In our Annual Review of 2009 we said **“It remains to be seen if the personal commitment of the (OPLC) leaders will be translated into sustainable solutions on the ground”**. We have been impressed with the development of the board structure for the OPLC and the appointment of prominent people from the local community to the board. We also welcome the vision for the Company and the high level direction being set through the corporate plan. However, we have yet to see detailed plans from the OPLC. We still have to be convinced that the Olympic Park will truly be a place to enable and promote sustainable communities or just another over-hyped commercial development.
- 12.22 In 2008, the LDA developed a Legacy Masterplan Framework. This plan has been significantly revised by the OPLC and the new plans will form part of the public consultation in summer of 2011. We believe that the new plans will offer a significant improvement on previous efforts. However, we would recommend that the LMF protocol, which set out the sustainability principles at the time, and the legacy plans from the Towards a One Planet Olympics bid document<sup>36</sup> are used as a starting point for the work of the newly appointed consultants rather than “re-inventing the wheel”.

#### ■ Recommendation 9

That the OPLC use the LMF protocol, developed in 2008, as a starting point for work to develop the sustainability objectives and plans for legacy and use the legacy column of the Towards a One Planet Olympics bid document – [http://assets.panda.org/downloads/opl\\_olympics\\_brochure.pdf](http://assets.panda.org/downloads/opl_olympics_brochure.pdf)

36 [http://assets.panda.org/downloads/opl\\_olympics\\_brochure.pdf](http://assets.panda.org/downloads/opl_olympics_brochure.pdf)



# 13 Sustainability Review – Making a difference

## Our vision

UK achieves a step change in sustainability as a result of the legacy of knowledge from London 2012 and supports greater exports of sustainability technology and green jobs

## Scope

13.1 This section considers how much impact London 2012 will have on the wider community in the UK and elsewhere in the world. The work of the Commission has been centred on the principle that the Olympic Games has negative environmental impacts and potentially negative social and economic impacts if not managed well. In order to be considered “sustainable” the Games need to demonstrate that the environmental, social and economic benefits outweigh the negative impacts. This means that the influential power of the Games needs to be used to influence wider behaviour and practice. Measuring this in precise terms would be very complex although evidence from the OGI and meta-evaluation studies will help. However, we are seeking evidence of this principle being applied and make recommendations related to ways in which this essential feature of a “sustainable Games” may be enhanced. This aspect will feature more prominently in our work and will be the subject of our last major review after the Games before the Commission closes down in March 2013.

## Commitments

13.2 There are a number of public commitments to learning legacy but a significant amount of work is being carried out to support this objective that is not subject to a public commitment.



The Athletes Village.

Photo: Anthony Charlton, © ODA.



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13.3 The Governments Legacy Report in 2010 makes reference to the following commitments:

- UK Trade and Investment are working with many of these companies to turn the expertise they have acquired from working on the London 2012 Games into export capability.
- We are using the “Host 2 Host” agreements with other hosting nations, such as Russia and Brazil, where related infrastructure projects and opportunities are immense.
- The FCO, in conjunction with the ODA, has developed for its own use with overseas audiences a film “London 2012: Going for Green”. The film showcases the Olympic Park build, clearly demonstrating the passion, technical expertise and ingenuity available in the UK.
- Youthnet and Volunteering England, seeks to create 22,500 new volunteering opportunities by 2011.
- The new Sports Leaders programme, delivered by Sport England in partnership with the BOA, will use the inspirational pull of the 2012 Games to recruit, train and deploy 40,000 sports leaders across the country.
- Sport England are conducting a consultation with disabled people and the people who support them on how an investment of £8m of lottery funding can best be targeted to help drive up participation.
- The ODA has set new standards in sustainable procurement, minimising waste and carbon emissions and ensuring efficient use of natural resources in the construction of the Olympic venues. This good practice will in future be applied to procurement across government.

13.4 The Mayor of London is committed to:

- Securing a sustained increase in participation in sport and physical activity amongst Londoners.
- Using sport to assist in tackling social problems including ill health, crime, academic underachievement and lack of community cohesion.
- Facility Investment Programme (£7 million), ‘PlaySport London: Facility Fund’ to support investment in small community or estate-based facilities, which is administered by the Football Foundation.
- Participation Programme (£4 million) to support innovative sport participation programmes that encourage social development in Greater London.
- Investment in Training and Skills (up to £3 million) within the sport and leisure sector, which is administered by the National Skills Academy.
- Enable approximately 11,000 additional employment opportunities in the Olympic Park after the Games.
- Invest £10 million in the construction of 50 kilometres of new cycle routes and 30 kilometres of new walking routes.
- Games-time Polyclinic transformed into a community health centre.

13.5 The House of Commons Public Accounts Committee 2010 Report “Preparations for the London 2012 Olympic and Paralympic Games” conclusion 7 said:

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- “The Department (of culture, media and sport) and the ODA should take the lead in identifying the lessons from the preparations for the Games. The Treasury should identify who is best placed to take the lead in making sure the lessons are applied to other public sector projects, including the importance of setting employment and training targets at the outset”<sup>37</sup>

## Commentary

- 13.6 We have continually advocated the need for a legacy of learning. In our 2008 Annual Review we said **“We believe there is an opportunity to develop the lessons from this work to enable the UK to be globally competitive in the field of reducing the carbon impact of construction”**. We also said **“The remaining (carbon) footprint should be mitigated by a combination of initiatives to reduce carbon in the community and through wider influencing schemes using the inspirational power of the Games to change behaviour”**. In our 2009 Annual Review we set out expectations that, by 2013:
- **“The sustainability objectives delivered by the ODA will be common practice in the construction industry and mandatory for all major public sector construction**
  - **The UK construction industry will have adopted targets for reducing embodied carbon impacts and will have clear guidance on how to do this**
  - **There will be a step change in the major events industry that enables measurable and assured improvements in sustainability”**
- 13.7 We are pleased to report that significant progress has been made toward this objective but much work remains to be done to fulfil the vision of truly sustainable Games.
- 13.8 DCMS has commissioned a meta-evaluation of the impact and legacy of the Games. A draft report has been produced with information set out in four key areas: sport; economy and business; community and social engagement; and East London. In addition to these four areas sustainable development and disability are addressed as cross-cutting themes. The meta-evaluation includes an over-arching question relating to sustainability along with a number of specific sustainability indicators. The final meta-evaluation report will be published in Spring 2011, along with a summary report aimed at policy makers. The first stage resultant evaluation report will be published after the Games in 2013. The draft internal report is presented as a very complex academic paper running to 186 pages. Given the potential value of this highly complex series of indicators, we recommend that public versions of the report are provided in plain English.
- 13.9 Participation in the Olympic Games Impact (OGI) study is a contractual requirement between the IOC and the host city. The pre-Games report has set out a complex evaluation process for all aspects of sustainability, taking into account the London 2012

37 <http://www.publications.parliament.uk/pa/cm200910/cmselect/cmpublic/443/443.pdf>

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sustainability objectives and the work of the Commission. It is too early to draw any conclusions from this report but it could form a valuable source of information after the Games in areas where the effect of the Games is able to be differentiated from other factors.

- 13.10 In our Annual Review of 2009 we were pleased to see the ODA set up a programme of work for learning legacy but we were concerned about the timing. We said **“The ODA need to develop this work urgently as key people are planned to leave in 2010 and it is important to capture the lessons before this happens”**. Significant progress has been made by the ODA since this report, including management changes to ensure that the departing Head of Sustainability had the opportunity to capture lessons learned before leaving and employing a full time resource to manage the development of the material. The ODA is working with a wide variety of organisations to deliver 38 research papers, 40 case studies, 22 technical overview papers plus a range of micro reports and champion products. A website will be launched in 2011 with plans to continue to host this data after the ODA has disbanded. To date, the ODA has fully satisfied our aspirations in this area and the challenge remains for government and other construction clients to apply these lessons and set new standards of sustainability.
- 13.11 In our 2009 Annual Review we recommended **“That GOE work with the rest of Government to ensure that the construction industry develops a consistent and effective approach to carbon management that includes embodied impacts”**. There has been evidence of significant progress against this recommendation as detailed below. The recommendation will remain open and we will continue to monitor progress.
- 13.12 The commitment in the Government legacy report to embed ODA standards into government procurement is commendable but will prove to be challenging given the complex and bureaucratic nature of many government procurement organisations and the current tendency to prioritise short term budget considerations over whole life cost benefits. A cross-departmental group of senior civil servants has been convened to tackle this issue and we look forward to reporting progress on this important aspect of a sustainable legacy.
- 13.13 The Government’s Low Carbon Construction<sup>38</sup> report of Autumn 2010 published by BIS provides further evidence that London 2012 is starting to make a difference. The report said **“The approach taken by the ODA has been tested with a range of contractors, demonstrating that the targets, systems and processes can be delivered. The achievements, on a project where budget, programme and much else are non-negotiable, have the potential to influence future large and small scale construction projects and organisations”**. The report also recommended that a similar body to the Commission be established with an additional remit for dissemination **“That the industry should set up a Working Group to consider the creation of a body (hereafter Major Projects Review Group, or ‘the MPRG’) which could become**

38 <http://www.bis.gov.uk/assets/biscore/business-sectors/docs/l/10-1266-low-carbon-construction-igt-final-report.pdf>

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**the authority whose stamp of approval would provide sustainability legitimacy for major projects, and be responsible for organizing the capture and dissemination of knowledge and experience gained on projects that fall within its terms of reference**". We support and endorse this approach and look forward to reviewing how the lessons learnt by London 2012 continue to make a difference to this work.

- 13.14 There is evidence that the Crossrail project has adopted some of the sustainability lessons from London 2012. It is setting similar environmental and socio-economic objectives and targets to the ODA but without the same level of independent assurance. These objectives are having an impact on the supply chain. There has been significant knowledge transfer between the two organisations and continuity around the development of construction skills in London.
- 13.15 TfL has considered the subject of embodied energy as a strategic issue and plans to manage embodied impacts for projects that have a significant proportion of embodied carbon.
- 13.16 LOCOG has worked with UEFA, the IOC and other organisations to develop a GRI based reporting system. If successful this will be a valuable legacy for mega-events around the world.
- 13.17 In our 2009 Annual Review we recommended **"That GOE work with the rest of DCMS to develop a consistent and effective approach to carbon management for major sporting events"**. We have seen little evidence of this happening and the recommendation remains open.
- 13.18 Defra are supporting four projects that are designed to take advantage of the power of the Games to inspire sustainable living. The projects will encourage walking and cycling, provide a sustainability zone in the Athletes' Village, use the Games to engage hard to reach groups in East London and transform sites around the Olympic Park. We look forward to seeing these projects develop and how their transformational effect will be evaluated and feed into the meta-evaluation covered above.
- 13.19 LOCOG has inspired the development of the sustainable event management standard BS 8901. There is evidence of take-up of this standard and LOCOG themselves are applying for certification in 2011. This standard is being developed into an international standard (ISO 20121). The GLA City Operations team has confirmed that they plan to seek certification to the standard. Now that this standard has been established for some time, there is a growing supply chain of event managers able to comply. An easy win would be for government to mandate the standard for all official events.

■ Recommendation 10

That Government and the GLA mandate certification to BS 8901 for all official events.

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# 14 Commission Review

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14.1 During 2010, the Commission completed all the activities set out in our work programme and received positive feedback from all stakeholders. We also dealt with a number of unplanned emerging issues and a wide range of media and public engagements to communicate our work.

## Reviews

14.2 During 2010 the Commission published six reviews covering the following areas:

- Biodiversity
- Transport
- Food
- Waste and Resource Management
- LOCOG procurement
- And our 2009 Annual Review

14.3 These reports and a summary of their findings can be found on our website at <http://www.cslondon.org/publications/?category=1>.

## Recommendations

14.4 In the course of our reviews the Commission has made 192 recommendations. At the time of publishing this Annual Review, 73 were complete, 64 were closed (generally having been completed through other means or being superseded by a subsequent recommendation), 54 were still open and one was recorded as having not been achieved (and would not be achieved).

14.5 Of the 54 open recommendations, 37 of them are progressing towards completion, in 10 cases we have no evidence yet as they are too early to be implemented and in seven cases we consider that there are significant risks to the delivery of the recommendations. These have been highlighted to the relevant delivery bodies and we are closely monitoring the action being taken.

14.6 During 2010 we made 37 new recommendations, 13 recommendations were completed and 27 were closed.

14.7 Recommendations completed during 2010 include two relating to the development and communication of the carbon footprint for the Games and its methodology, which the Commission has been recommending since it was formed. LOCOG's recent procurement has shown how they have responded to our recommendation to influence the marketplace and their setting of sustainability targets addresses a recommendation from our previous Annual Review. The publication of the second edition of the LOCOG Sustainable Sourcing Code also addressed two recommendations made about the Code in the Commission's review of LOCOG procurement. Previous recommendations





The Aquatics Centre.

Photo: Anthony Charlton, © ODA.

made by the Commission included that environmentally sensitive materials such as PVC are addressed across the programme, leading to the development of a policy on PVC and the ODA working with industry to develop new phthalate-free PVC.

- 14.8 London 2012 Sustainability Group is now using a risk based approach to setting their agendas and tackling the main issues. This incorporates recommendations made by the Commission into the new risks to be managed.
- 14.9 All of the Commission's recommendations and their latest status can be reviewed using our online recommendation tracker at <http://www.cslondon.org/recommendations>.

### Wider stakeholder engagement

- 14.10 We held a series of stakeholder engagement events during 2010 to communicate the findings of our reviews and to obtain feedback from our stakeholders on the issues they would like to be covered by our assurance programmes. In addition, we have run events with industry bodies, such as CIRIA [www.ciria.org](http://www.ciria.org), to communicate our findings and engage with industry.
- 14.11 We also engage with stakeholders as part of our reviews to help inform our assurance work. A list of the people we have met with in our reviews can be found in an appendix to each report.
- 14.12 We engaged in 2010 to encourage various bodies to adopt the learning legacy and to apply lessons learned from London 2012. To this end we met with a wide variety of stakeholders including Olympic delegations from Sochi 2014 and Rio 2016, a team from the IOC, officials from various government bodies including Defra, CLG,

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the London Sustainable Development Commission, the Chief Construction Advisor and many others. We also engaged with professional institutions, standards bodies and charities such as ICE, CIPS, RIBS, RICS, BSI and the Institute for Sustainability. As an indirect consequence of this work, we were pleased to see the announcement that government plans to embed the ODA standards in government procurement, the widespread application of the sustainable event standard BS 8901 and the publication of the sustainable procurement standard BS 8903.

14.13 We remain in regular contact with major national and international NGOs and more local and single issue groups focused on issues like London's air quality and campaigns to ban single use plastic bags. As a result of these good relationships we are able to consult effectively to deal with emerging issues such as the cancellation of the wind turbine on the Olympic Park and the announcement of the Olympic Route Network.

### Emerging issues

14.14 In addition to our planned work, the Commission regularly deals with emerging issues. Some notable examples of these in 2010 were:

- Media and stakeholder reaction to the construction of the Orbit tower
- Issues associated with BP's role as a sustainability partner following the gulf oil incident
- Stakeholder reaction to the announcement of the Olympic Route Network
- Application of the London 2012 PVC policy
- Cancellation of the wind turbine on the Olympic Park and re-alignment of the carbon objectives for ODA and LOCOG
- Sustainability issues related to the legacy use of the Olympic Stadium

### People

14.15 2010 saw the resignation of 3 of our commissioners, all of whom left due to commitments to exciting new jobs. We thank Danny Silverstone, Jonathan Pauling and Emily Brennan for their contributions and wish them well in the future. We also recruited five new commissioners and two new co-opted experts to reflect changing priorities as we move from preparation to staging and legacy. 2010 also saw the resignation of two members of our secretariat, Deborah Morrison and Jane Durney, both of whom have progressed their careers with exciting and challenging new jobs. We welcome Jemma Percy as our new Commission Co-ordinator and look forward to working with a new Team Leader after a recruitment exercise in 2011.

### Media

14.16 Part of our duty is to report transparently and independently in public, which requires us to engage with the media. During 2010 we conducted 20 interviews, contributed 15 articles and participated in 55 media articles in total. Newspaper coverage included the *Guardian*,

*Daily Telegraph* and *The Times*. Notable engagements included appearances on BBC London news to speak about the wind turbine, TV interviews on Sky News, Eurosport and CNBC, radio interview on BBC Radio 5 Live. Online coverage included a video piece for the *Guardian* online and BBC London.

## Feedback

- 14.17 We ask for feedback from senior executives of each of the Key Stakeholders during each of our annual reviews. This year we were complimented for our handling of difficult issues such as the cancellation of the wind turbine, our advice related to learning legacy and the breadth of our review work, particularly our health and inclusion review.
- 14.18 During the year, the IOC carried out an extensive independent review of London 2012 sustainability, including the work of the Commission. They concluded **“The Commission is obviously highly regarded by diverse interests and, from all accounts, provides the public and NGOs with a more open and approachable interface with the sustainability objectives of the Games than could realistically be provided by LOCOG given the other demands on its time and resources”**.
- 14.19 The London Assembly environment committee carried out a scrutiny exercise on London 2012 during the year. We supported this scrutiny and provided much of the source material for the review. We also took part in the public meeting to provide independent advice to the Assembly and the public.

## Workplan

- 14.20 Recent budget decisions have led to the Commission finishing in March 2013, rather than March 2014, in line with an intended early handing over of the Olympic Park to its legacy owners. This has meant that our work programme has been revised accordingly. The Commission plans to cover the following areas, subject to change depending on the London 2012 programme.

Year	Details
2011	Inclusion and Healthy Living 2010 Annual Review Merchandising & Licensing Snapshot ODA Evaluation Legacy Arrangements Review Games Services Snapshot
2012	LOCOG Procurement follow up Pre-Games Review Post-Games Review (including an assessment of whether the Games have made a difference)
2013	CSL Evaluation Report

# 15 Information Gathering

The Commission met with the following people during the Annual Review:

Date	Meeting
26/10/2010	<b>Richard Jackson</b> Principal Sustainable Development & Regeneration Manager (ODA) <b>Stephanie Applegate</b> Sustainability Stakeholder & Communications Coordinator (ODA)
26/10/2010	<b>David Stubbs</b> Head of Sustainability (LOCOG) <b>Phil Cumming</b> Sustainability Manager (LOCOG)
28/10/2010	<b>Alan Bucknall</b> Head of UK Legacy (GOE) <b>Moira Redmond</b> Sustainability Policy Manager – UK Legacy (GOE)
02/11/2010	<b>Jerome Frost</b> Head of Design (ODA)
02/11/2010	<b>Kevin Furniss</b> ODA Delivery Partner
02/11/2010	<b>Simon Wright</b> Director of Infrastructure and Utilities (ODA)
03/11/2010	<b>Alison Nimmo</b> Director of Design and Regeneration (ODA)
04/11/2010	<b>Hugh Sumner</b> Director of Transport (ODA) <b>Mike Sinclair-Williams</b> Head of Transportation Safety & Sustainability (ODA)
04/11/2010	<b>Steve Shaw</b> Head of Planning (ODA) <b>Richard Jackson</b> Principal Sustainable Development & Regeneration Manager (ODA)
04/11/2010	<b>David Law</b> Head of Risk and Audit (ODA)
22/11/2010	<b>Chris Townsend</b> Commercial Director (LOCOG)
24/11/2010	<b>Geoff Newton</b> Director – Olympic Opportunity (LDA)
30/11/2010	<b>Bill Morris</b> Director of Culture, Ceremonies, Education & Live Sites (LOCOG)
30/11/2010	<b>Sue Hunt</b> Director for Strategy and Programme Management (LOCOG)
01/12/2010	<b>Keith Hawkswell</b> Director, London 2012 Team (NAO)
07/12/2010	<b>Geoff Newton</b> Director, Olympic Opportunity (LDA)

07/12/2010	<b>David Higgins</b> Chief Executive (ODA) <b>Dennis Hone</b> Incoming Chief Executive – from January (ODA)
08/12/2010	<b>James Bulley</b> Director of Venues and Infrastructure (LOCOG)
08/12/2010	<b>Neil McNevin</b> Director of Planning, Urban Design, Sustainability (OPLC) <b>Andrzej Kotowicz</b> Real Estate (OPLC) <b>Victoria Stonebridge</b> Communications and Marketing (OPLC)
08/12/2010	<b>Doug Arnot</b> Director, Games Time Operations (LOCOG)
09/12/2010	<b>Viv Ramsey</b> Planning Decisions Team (ODA)
13/12/2010	<b>Liz Underhill</b> Head of Programme Assurance and Risk Management (GOE)
14/12/2010	<b>Nigel Garfitt</b> Director of Villages (LOCOG)
15/12/2010	<b>Godric Smith</b> Head of Communications (ODA)
15/12/2010	<b>Howard Shiplee</b> Director of Construction (ODA)
17/12/2010	<b>Jackie Brock-Doyle</b> Communications Director (LOCOG)
06/01/2011	<b>Matt Sowrey</b> Sustainability Team, Team Leader Olympics (Defra)
06/01/2011	<b>Roger Taylor</b> Head of 5 Host Boroughs Unit
06/01/2011	<b>Gerry Walsh</b> Director of Procurement (LOCOG) <b>Chris Townsend</b> Commercial Director (LOCOG)
07/01/2011	<b>Rob McCarthy</b> Olympics Project Manager (Environment Agency)
07/01/2011	<b>David Brooker</b> Director of Legacy (GOE)
07/01/2011	<b>Kenna Kintrea</b> Head of Programme Assurance (ODA)
11/01/2011	<b>Andrzej Kotowicz</b> Real Estate (OPLC) <b>Victoria Stonebridge</b> Communications and Marketing (OPLC)
11/01/2011	<b>Louisa Huddy</b> Director of Stakeholder Relations (BOA) <b>Iain Gowans</b> Athletes Services Manager (BPA)



12/01/2011	<b>Jeremy Beeton</b> Director of GOE (GOE)
12/01/2011	<b>Paul Deighton</b> CEO (LOCOG)
12/01/2011	<b>Andrew Altman</b> CEO (OPLC) <b>Victoria Stonebridge</b> Communications and Marketing (OPLC)
13/01/2011	<b>Richard Jackson</b> Principal Sustainable Development & Regeneration Manager (ODA) <b>Holly Knight</b> Sustainability Stakeholder & Communications Coordinator (ODA)
13/01/2011	<b>Moira Redmond</b> Sustainability Policy Manager – UK Legacy (GOE)
14/01/2011	<b>Andrew Lawrence</b> Co-chair L2012 Sustainability Group and Defra Director (Defra)
14/01/2011	<b>Neale Coleman</b> Director of 2012 (GLA) <b>Martin Powell</b> Co-chair L2012 Sustainability Group and Mayoral Advisor (GLA) <b>Sarah McQuoid</b> Policy Officer, London 2012 (GLA)
14/01/2011	<b>David Stubbs</b> Head of Sustainability (LOCOG)
21/01/2011	<b>Stephen Stringer</b> Deputy Director Olympics (CLG)
25/01/2011	<b>Jean Tomlin</b> Director of Human Resources (LOCOG)
15/02/2011	<b>Niall McNevin</b> Director of Planning, Urban Design & Sustainability (OPLC)
15/02/2011	<b>Colin Buttery</b> Deputy Chief Executive (The Royal Parks)
17/02/2011	<b>Gerry Pennell</b> Chief Information Officer (LOCOG)
17/02/2011	<b>Shaun Dawson</b> Chief Executive (Lea Valley Regional Park Authority)
03/03/2011	<b>Paul Mason</b> Olympic Broadcast Service <b>John Rowlinson</b> Head of Broadcast (LOCOG) <b>Amanda Aukett</b> Venues Sustainability Manager (LOCOG)