

6. Information Gathering

Interviews undertaken during the course of the Annual Review

ODA	Stephanie Applegate	Sustainability Stakeholder & Communications Coordinator
	Dan Epstein	Head of Sustainable Development and Regeneration
	Jerome Frost	Head of Design
	David Higgins	Chief Executive
	David Law	Head of Risk & Internal Audit
	Lorraine Martins	Head of Equality & Inclusion
	Niall McNevin	Head of Town Planning
	Alison Nimmo	Director of Design & Regeneration
	Howard Shiplee	Director of Construction
	Mike Sinclair-Williams	Head of Transportation Safety & Sustainability (SSHEQ)
	Hugh Sumner	Director of Transport
	Laurence Waterman	Head of Health & Safety
	Simon Wright	Director of Infrastructure and Utilities
LOCOG	Jackie Brock-Doyle	Director of Communications and Public Affairs
	James Bulley	Director of Venues and Infrastructure
	Phil Cumming	Sustainability Manager
	Paul Deighton	Chief Executive Officer
	Steve Frost	Head of Diversity & Inclusion
	Sue Hunt	Director for Strategy and Programme Management
	Terry Miller	General Counsel
	Bill Morris	Director of Culture, Ceremonies and Education
	Tony Sainsbury	Athlete Villages Manager
	Wilben Short	Head of Transport
	David Stubbs	Head of Sustainability
	Jean Tomlin	Human Resources (HR) Director
	Chris Townsend	Commercial Director
	John Way	Head of Risk & Internal Audit
	Neil Wood	Chief Financial Officer

LDA	Peter Bishop	Group Director – Design Development and Environment
	Gareth Blacker	Director – Olympic Legacy Development Team
	David Goatman	Senior Project Manager – Sustainability (Olympics)
	Chris Lee	Head of Olympic Sustainability
	Geoff Newton	Director – Olympic Opportunity
	Tom Russell	Group Director – Olympic Legacy
GOE	Jeremy Beeton	Director General, Government Olympic Executive
	David Brooker	Director, Legacy
	Alan Bucknall	Head of UK Legacy
	Jon Pavitt	Programme Office Manager, OPPO
	Maira Redmond	Sustainability Policy Manager, UK Legacy
	Chris Stendall	Head of Physical Legacy & Security
	Liz Underhill	Head of Programme Assurance & Risk Management, OPPO
CLG	Stephen Stringer	Head of the CLG Olympics Division
GLA	Neale Coleman	Mayor's Adviser – Olympics
	Isabel Dedring	Director of Environmental Policy
	Dan Hawthorn	Acting Team Leader, 2012 Team
	Sarah McQuoid	Acting Senior Policy Officer, 2012 Team
Five Host Boroughs Unit	Norman Turner	Director of the Five Borough Host Unit
Olympic Lottery Distributor	Mike O'Connor	Chief Executive
London Assembly	Jenny Jones	Green Party, Assembly Member

Events attended by the commission

Date	Event	Attendee
17/01/2008	Launch of the London Business Network and CompeteFor	Secretariat
19/03/2008	ODA Technical Forum, Olympic Stadium	Commissioners
12/05/2008	London 2012 Carbon Management Strategy Stakeholder Workshop	Secretariat/Commissioners
27/05/2008	LOCOG Sustainable Procurement Workshop	Secretariat
03/06/2008	ODA Technical Fora on the IBC/ MPC & Velodrome	Secretariat/Commissioners
09/06/2008	LDA Legacy Masterplan Framework Stakeholder Inception Workshop	Secretariat
19/06/2008	CSL / LSDC Sustainable Legacy Workshop	Secretariat
16/07/2008	LMF Technical Workshop – Infrastructure and Renewables	Secretariat
16/07/2008	The London Youth Trust Conference	Commissioners
21/07/2008	LMF Technical Workshop – City Form and Type	Commissioners
22/07/2008	LMF Technical Workshop – Transport	Commissioners
23/07/2008	LMF Technical Workshop – Employment and Economic Renewal	Commissioners
24/07/2008	LMF Technical Workshop – Housing	Commissioners
30/07/2008	LMF Technical Workshop – Social Infrastructure	Commissioners
22/09/2008	LMF Technical Working Session – Infrastructure and Renewables	Commissioners
22/09/2008	LMF Technical Working Session – Parklands and Public Realm	Commissioners
23/09/2008	LMF Technical Working Session – City Form and Type	Commissioners
29/09/2008	LMF Technical Working Session – Transport	Commissioners
30/09/2008	LMF Technical Working Session – Housing	Secretariat/Commissioners
01/10/2008	LMF Technical Working Session – Social Infrastructure	Commissioners

03/10/2008	LMF Technical Working Session – Sports and Cultural Infrastructure	Commissioners
09/10/2008	Thames Gateway Green Forum	Secretariat/Commissioners
Date	Event	Attendee
03/10/2008	LMF Technical Working Session – Employment & Economic Renewal	Secretariat
29/10/2008	GE Legacy Conference	Secretariat
06/11/2008	Launch of ODA Parklands & Public Realm plans	Secretariat
21/11/2008	LOCOG Food and Catering Strategy Workshop	Secretariat
25/11/2008	Beijing Debrief Reception	Secretariat/Commissioners
26/11/2008	LMF Waste / Energy Session	Secretariat/Commissioners
03/12/2008	Launch of Access Now!	Commissioners
26/01/2009	London 2012 Sustainability Conference	Secretariat/Commissioners
28/01/2009	LDA Legacy Masterplan Framework Topic Workshops	Secretariat/Commissioners

7. External Perspectives

55 The commission's engagement with wider stakeholders

- 55.1 The commission has a duty to report to and engage with wider stakeholders. Throughout the year, the chair has met with a wide range of stakeholders and we have organised several events to focus on specific aspects of our assurance programme.
- 55.2 On 4 March, 2008, the commission held an event to present the findings of the 2007 Review of London 2012's Sustainability Governance Arrangements. When asked to prioritise the key recommendations, the top three selected by the attendees were:
- The commission should review, in 2008, the processes, infrastructure and resources to maximize the social and economic sustainability opportunities presented by the Games. Attendees emphasized the need to consider Legacy, not just the Games.
 - OBSG, through the London 2012 Sustainability Group, should establish cross-cutting workstreams to deliver the strategic aspirations described by the five key themes and other significant SD issues. Work programmes, targets and progress should be reported through the London 2012 website and other media, to reflect all stages of the programme.
 - The London 2012 Sustainability Group to develop appropriate SD reporting processes to cover all aspects of the London 2012 programme.
- 55.3 On 27 November 2008, the commission held an Open Space event with stakeholders to consider the question 'How can the London 2012 Olympic and Paralympic Games and Legacy set new standards of sustainability?' The event was attended by 42 people from a range of organisations including sponsors, government departments, delivery bodies, NGOs, academia, professional bodies.
- 55.4 The Open Space format of the event enabled a wide range of topics to be raised and discussed by the participants. These spanned the preparation, staging and legacy phases of the Games and included cross-cutting themes such as behaviour change, sustainable food, securing health benefits from the Games and legacy, carbon management and how to keep sustainability on the agenda during the Credit Crunch. There was particular interest in topics relating to the role the sponsors can play in delivering sustainability outcomes, and communication and engagement, with a large group of attendees discussing 'How will people know it's the most sustainable Games ever?' and 'How can we use the Olympic Games and Paralympic Games to engage, educate and communicate sustainability?'.
- 55.5 A summary of the discussions is available at www.cslondon.org. This has been shared with the workshop attendees and with members of the London 2012 Sustainability Group.

56 Overview of the London 2012 website

- 56.1 The London 2012 website is the single portal for information relating to the London 2012 Olympic Games and Paralympic Games and is an excellent point of contact for the public. However it would be helpful if the site further clarified the roles of the delivery bodies and the timelines they will be working to.

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- 56.2 The news section of the London 2012 website publishes press releases and announcements relating to the London 2012 programme on a near daily basis. The majority of the articles can be categorised under two broad headings, namely: progress on the venues and announcements relating to procurement and contracts (including partners).
- 56.3 Comparatively fewer of the articles released in the news section relate directly to the sustainability agenda of the Games. This is possibly a missed opportunity to highlight on a more regular basis the successes and the ground breaking work that is being achieved.
- 56.4 The commission welcomes the use of the 'Blogs' section to promote stories about sustainability and the fact that postings are made by key people involved in delivering sustainability at the ODA and LOCOG. The blog section is also a further place in which sustainability 'good news' stories could be published on a regular basis.
- 56.5 The publications available under the Sustainability section of the website include versions of the London 2012 Sustainability Plan and the updates and report card and also planning updates and the Sustainable Sourcing Code. Other ODA strategies and policies are available under the strategies section of the publications page. It is not always clear where to find something if you don't know what you are looking for.
- 56.6 Regarding the legacy of the Games, we are concerned that there is no single portal for information on the legacy of London 2012. Legacy information can be found on various separate websites, including: the London 2012 website, the GLA website, the LDA website and the Legacy Now website. It would be helpful for the legacy pages of the London 2012 website to have links to these sites, in particular the Legacy Now website.
- 56.7 As well as links to other websites we would also expect to see links, on the legacy and sustainability pages of the London 2012 website to the GLA's Legacy Commitments report and the DCMS legacy promise report.

57 The London 2012 Olympic Games and Paralympic Games in the news

- 57.1 Mainstream media coverage of the London 2012 Olympic Games and Paralympic Games has primarily focused on two issues, firstly the cost and financing of the Games, including the venues, lottery money and the effects of the recession; secondly there has been fairly extensive coverage of the design of and the progress made on the Games venues both permanent and temporary.
- 57.2 Beyond these two major issues there has also been some mainstream media coverage of attitudes towards the games. This has included the opposition to the Equestrian Park, to be located in Greenwich Park and the closing of the Manor Park allotments.
- 57.3 In terms of issues relating directly to the sustainability agenda there has been little focus on some of the five key themes, climate change, waste, biodiversity, inclusion and healthy living. The employment and skills aspect of Inclusion has received coverage from the

national media, also healthy living and to a lesser extent waste have been picked up, for example, the BBC have run stories on sport in schools, food and free swimming.

- 57.4 The London 2012 Sustainability Plan received some coverage when it was initially launched in 2007 but there has been very little national media attention paid to the update of the plan in December 2008.
- 57.5 Specialist trade publications have taken an interest in aspects of the Games, for example 'Building' has run several articles on the sustainability targets surrounding the permanent venues.
- 57.6 In general, the coverage of the sustainability side of the London 2012 Olympic Games and Paralympic Games in the national media has been far from extensive. Possibly more work needs to be done in promoting the success stories and the innovative work that is being achieved to the media.

58 The commission in the media

- 58.1 The commission has received considerable press interest since it was formally established in January 2007. Media coverage of the commission has been mainly concentrated in trade publications although the National and Regional media have also run articles on and referenced the commission.
- 58.2 To support the launch of the commission, the Chair undertook a range of one-to-one briefings with the specialist media with a view to raising awareness of the commission, its role and purpose.
- 58.3 To inform wider stakeholders about the sustainability issues, trade publications, including several online sites, have published letters and articles from the Chair relating to the legacy of the Games; run articles on the new intake of Commissioners in early 2008; run pieces on the activities of the commission in general and also made reference to and included quotes from the commission and Chair.
- 58.4 To raise awareness among the wider public, we used the media interest in the Beijing Games. The commission received extensive coverage in both trade and regional media. Between 11/08/08 and 22/08/08 BBC London Online ran six articles written by the Chair³⁸. The first article was background information on the commission and the Chair and the other five covered specific areas: Merchandising, Transport, Sponsorship, Food and Air Quality. The Chair also wrote Beijing dispatches for the trade publications, Building and Greenbang.

38 http://www.bbc.co.uk/london/content/articles/2008/08/11/shaun_mccarthy_feature.shtml

59 Significant developments since the last review

59.1 It would be unwise to ignore the fact that many changes have taken place since the last review, most notably the economic downturn and the election of a new Mayor of London. The 2008 Beijing Games also took place with significant lessons learned from this experience. The implications to the sustainability of the 2012 programme are explored below.

New Mayoral Administration

59.2 Mayor Boris Johnson has been elected since the last governance review and has taken up his position on the Olympic Board and OPRSG. We are pleased to see continuity through the former Mayor's advisor for the Olympics continuing as Senior Olympic Advisor to the Mayor and being appointed as Executive Director of London 2012 Co-ordination who leads the sustainability agenda across the London 2012 programme and represents the agenda at OBSG. We are satisfied that the Olympic Board retains the levels of commitment to sustainability contained in the bid and commend the leadership of members of the board in this area.

Economic Downturn

59.3 We do not have a duty to comment on budgetary issues but it is important to consider the impact of the economic downturn on sustainability objectives. There is still a perception that sustainability is a premium product in the minds of many wider stakeholders and that cost cutting will lead inevitably to a reduction in the scale of sustainability ambition. During the course of this review, we have interviewed around 40 senior directors from the five organisations delivering the games, facilities and legacy. We have also reviewed a range of strategies, plans, reports, contracts and design documents. We have had no indication to date that the published sustainability standards will be compromised. We are also pleased to report that we have seen no evidence to date of any 'value engineering' exercises preventing the achievement of published sustainability standards. Our reviews of design³⁹ and ODA procurement⁴⁰ provide more details of our analysis of this area. However, we are aware that budget pressure tends to increase as the project matures and we propose to remain vigilant throughout the course of the project.

59.4 The efforts to find ways to reduce the cost of the Games by re-considering the use, size and location of some of the venues has been reported widely in the press with varying degrees of accuracy. In general, building fewer or smaller facilities is good for environmental sustainability provided the standards are maintained.

59.5 The most significant impact of the economic downturn on sustainability is likely to be in the area of skills and employment. We conducted a comprehensive review of this area during the year⁴¹ and were very encouraged by the arrangements to promote local capacity building through employment, skills and engagement with the small business community.

39 http://www.cslondon.org/documents/Eco-chic_Sustainable_Design.pdf

40 http://www.cslondon.org/documents/Procuring_a_Legacy.pdf

41 http://www.cslondon.org/documents/A_clear_run_to_employment.pdf

However, the scale of ambition for new jobs set out in the LEST⁴² report will require revisiting in the expectation that businesses winning Olympic contracts will have an interest in safeguarding existing jobs and may be less likely to recruit locally.

- 59.6 It is important to understand the full impact of the economic downturn on legacy and to this end, GOE has issued a call for tender for a review and report described as follows; 'The output will be a report which will assess how London's economy will be affected by the downturn and what the impact of the Olympic Games and Paralympic Games will be in this context on jobs, skills, business and London as a whole. The report will look ahead to beyond 2012'⁴³.

Beijing 2008

- 59.7 The Beijing Games have been staged since the last report and the commission was represented on the 2012 observer programme. There are lessons to be learned from the positive and negative aspects of the sustainability programme in Beijing. Among the positive aspects were energy conservation and supply, ecology and volunteering. Air quality was addressed but in a manner that may not be replicable in London. Management of waste, food, materials and embodied impacts were less successful and provide learning points for London. In our view, London needs to take the following actions as a result of lessons from Beijing⁴⁴;

- **Deliver** a visible supply of renewable energy and communicate the wider carbon footprint work
- **Learn** from the way Beijing used volunteers
- **Sell** quality sustainable merchandise and food
- **Inform** visitors about waste and provide waste management facilities
- **Improve** air quality through improved public transport, walking, cycling
- **Develop** green space for legacy
- **Provide** access for all using technology and people
- **Reduce** PVC and other harmful materials

42 LEST: <http://www.lda.gov.uk/server/show/nav.00100i003001>

43 OJEU ref S2G09012979400/01

44 <http://www.cslondon.org/media/blog.aspx>

8. Progress against Past Recommendations

2007 Governance Review Recommendations

No.	Recommendation	Status as at 31 December 2008
1	The commission's 2008 governance review should have a particular focus on the arrangements to stage the Games and deliver a sustainable legacy nationally	This annual review includes the 2008 review of governance and has included a greater focus on preparations for staging the Games and the arrangements for legacy. Complete
2	The commission should conduct a formal review of the two Legacy Action Plans as part of its ongoing programme of work. GLA and DCMS should ensure that adequate organisational capacity is aligned to the Legacy Action Plans and associated delivery plans	DCMS and GLA have produced Legacy Action Plans. The commission has reviewed them and provided feedback. HMG has revised its legacy delivery and governance arrangements, setting up reporting processes and assurance arrangements. The GLA-wide 'Organising for Delivery' work will consider capacity required to deliver across all of the GLA's areas of responsibility, including the 2012 Games and their legacy. The GLA's reporting against its Olympic Programme commitments needs to ensure that it is covering all the commitments. Progress made
3	OBSG, through the London 2012 Sustainability Group, should establish cross-cutting workstreams to deliver the strategic aspirations described by the five key themes and other significant SD issues. Work programmes, targets and progress should be reported through the London 2012 website and other media, to reflect all stages of the programme.	The London 2012 Sustainability Group has established quarterly reporting to OBSG and OB, against a set of agreed KPIs, and otherwise by exception. The sustainability plan annual update includes a report card which reports progress against the commitments in the sustainability plan and this is published on the London 2012 website. Closed (recommendations from this review take precedence)

No.	Recommendation	Status as at 31 December 2008
4	ODA and LOCOG should develop a clear statement of intent with respect to standards for temporary venues and temporary overlay.	<p>The Temporary Venues ODA are responsible for have individual project targets, as with the permanent venues. The targets will be different, reflecting the temporary nature of the venues. There will be more of a focus on materials and reuse, and recycling post Games. The focus will be on reducing the lifecycle impacts of the buildings, rather than setting targets for operational aspects such as energy or water in use, which may lead to inappropriate decision making for a short life span. Performance against target will be monitored on a quarterly basis, as with permanent venues.</p> <p>LOCOG Venue Requirements (LVR) have been developed for some venues which include sustainability requirements for design. We understand that overarching Sustainability Requirements for Venues will be developed during 2009. We will monitor development of these and recommend that LOCOG make them public.</p> <p>Progress made</p>
5	Succession plans are put in place for all key positions essential to the delivery of SD outcomes. Also see recommendation 3.	<p>Each Key Stakeholder has a recruitment and selection process covering these areas. The LDA will need to address this as part of the development of the OPLC.</p> <p>Recommendation closed</p>
6	Clear and specific SD objectives and targets should be embedded in ODA sub-project plans, with associated personal objectives, recruitment and training to ensure appropriately skilled personnel. This should have sufficient clarity to support the ODA plans to implement an ISO 14001 based management system.	<p>Implementation Guidance for Project Teams for the 6 environmental sustainability objectives have been established and issued to design teams. Reporting against 18 KPI's is also established. The Environment and Sustainability Management System received ISO 14001 certification in mid 2008.</p> <p>Complete</p>

No.	Recommendation	Status as at 31 December 2008
7	The full requirements of the London 2012 Sustainability Plan (SP) as they apply to LOCOG should be fully embedded in the next round of functional area business plans. This should be supported by associated personal objectives for functional heads and their teams, with appropriate recruitment and training. This should have sufficient clarity to support LOCOG plans to implement its SD management system.	<p>LOCOG are currently preparing the next round of business plans and this recommendation will be monitored through our ongoing work programme. LOCOG's Sustainability Management System (SMS) sets out how sustainability strategies and obligations are to translate into functional requirements and functional implementation plans.</p> <p>Progress made</p>
8	ODA and LOCOG should clearly set out their proposals for developing management systems (SMS) to cover all aspects of SD which will be subject to further review in the commission's 2008 governance review.	<p>The ODA has a monitoring and assurance programme for sustainability and environmental management which is wrapped into an Environment and Sustainability Management System (ESMS), which received ISO 14001 certification in mid 2008. Implementation Guidance for Project Teams for the 6 environmental sustainability objectives have been established and issued to design teams. Reporting against 18 KPI's is also established.</p> <p>LOCOG has developed a SMS, which began operation during 2008. This covers the main areas of sustainability. The reporting process that accompanies the system also began operation in 2008. The main structure of the system is in place and operating with Functional Area Sustainability Requirements being developed. More work is needed to embed these across all functional areas.</p> <p>Complete</p>
9	London 2012 Sustainability Group to develop appropriate SD reporting processes to cover all aspects of the London 2012 programme.	<p>The London 2012 Sustainability Group has established quarterly reporting to OBSG and OB, against a set of agreed KPIs, and otherwise, by exception. The sustainability plan annual update includes a report card which reports progress against the commitments in the sustainability plan.</p> <p>Complete</p>

No.	Recommendation	Status as at 31 December 2008
10	The commission should establish a work programme with the London 2012 Sustainability Group to define how the commission will receive and act on SD performance reports. This work to commence immediately following the publication of this report.	The commission is now receiving regular reporting information from the Key Stakeholder's reporting systems and the programme wide sustainability reporting system. This is used to inform the review programme and for continuous monitoring of sustainability commitments. Complete
11	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% 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.	LOCOG is developing a waste and resources strategy which will include the potential for anaerobic digestion of organic waste to produce biofuel. They have engaged an engineering services partner who will address the provision of 20% renewable electricity at Games-time. ODA are prepared to work with LOCOG on this. Progress made
12	OBSG should consider the options for carbon management associated with the Games based on the current study. This should be followed by clear communication of the resultant strategy. This should be done before the close of the Beijing Games in order for London to have a clear strategy during its tenure as host city. See Recommendation 3.	The carbon footprint has been developed and CSL understands that the carbon management strategy is due to be published in early 2009. The commission believes that the London 2012 Sustainability Group should complete this and publish it without further delay and demonstrate how it is used to influence decision making. Closed (recommendations from this review take precedence)
13	The LDA should lead the development of a clear vision of waste disposal infrastructure for East London. This should link to opportunities to use waste from the Games as a fuel and to maximise appropriate opportunities to use energy from waste to power the Games and legacy facilities. Local employment opportunities should also be considered as part of this strategy. See recommendation 3.	Initial progress was made on the development of plans for waste infrastructure in East London linked to the Games. However, the additional resources brought in to lead this work have now returned to the GLA and it is not clear who is leading this area now. Whilst the LDA intend to take this forward, the commission is concerned that action is needed immediately to ensure that opportunities are not lost. Unsatisfactory progress

No.	Recommendation	Status as at 31 December 2008
14	The commission should review, in 2008, the processes, infrastructure and resources to maximise the social and economic sustainability opportunities presented by the Games.	Review of skills, employment and business capacity (towards social and economic sustainability) completed. Complete
15	The commission should review, in 2009, the arrangements to deliver healthy and diverse sustainable food with linkages to opportunities to improve health and social/economic sustainability.	Food review planned for 2009. Draft Terms of Reference have been developed. Progress made
16	The commission should conduct a further review of legacy arrangements and plans as part of its ongoing work plan in 2009 and should carry out formal reviews of all relevant strategy documents during the drafting process.	Legacy arrangements have formed a key part of the commission's ongoing work programme and will continue to do so. Progress made
17	ODA and LOCOG should develop a clear plan to collect information about labour standards in the supply chains of commercial partners and suppliers and, more importantly, make it clear how this information will be used to make procurement and contract management decisions.	ODA contractors are required to agree their equalities policies and processes and pass the requirements onto subcontractors and down the supply chain. LOCOG has developed a sustainable sourcing code, which addresses issues of labour standards, including requiring compliance with the ETI base code and registration with Sedex. This will be covered by our subsequent review. Closed (recommendations from this review take precedence)
18	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.	Commitments made by EDF Energy have been outlined and communicated. No detail has been communicated yet on the actions that will be taken by other sustainability partners. More needs to be made of how they will help deliver the sustainability programme and how the sustainability club of sustainability partners will work. No dedicated section of the London 2012 website has been developed. Closed (recommendations from this review take precedence)

No.	Recommendation	Status as at 31 December 2008
19	The commission should undertake a further review of commercial arrangements as part of its ongoing work plan.	ODA procurement has been reviewed. A review of LOCOG procurement and commercial partnerships is underway. Progress made
20	The commission should undertake a review based on the ODA internal audit report into design to ensure that SD issues have been dealt with appropriately.	This formed part of the wider review of design across the London 2012 programme. Complete
2.1	Ensure that recruitment and succession plans are in place to provide continuity for key roles.	Each Key Stakeholder has a recruitment and selection process covering these areas. The LDA will need to address this as part of the development of the OPLC. Recommendation closed
2.2	GOE to update the programme brief document and ensure the principles and relevant content is communicated as part of the induction process for new staff and contractors.	GOE has updated the programme brief document and has induction procedures for all new staff. Recommendation closed
2.3	Complete the planned development of co-ordinated Legacy Action Plans by GOE and GLA to describe how accountability for the Olympic Objectives will be disseminated, delivered and reported.	The GLA Legacy Action Plan 5 Legacy Commitments was published in January 2008. The DCMS Legacy Action Plan Before, During and After: making the most of the London 2012 Games was published on 6 June 2008. Complete
2.4	Implement the appointment of the nominated senior executive from OBSG to lead the SD agenda and ensure early engagement with key issues such as carbon management.	The GLA Executive Director of London 2012 Co-ordination has been appointed to chair the London 2012 Sustainability Group. Complete
2.5	Build on the development of the London 2012 Sustainability Plan to describe how the wider strategic and legacy objectives related to the five key themes will be developed.	The update to the sustainability plan partly addresses this recommendation however much more detail is still needed to fulfil this recommendation. LOCOG's SMS Implementation Plan addresses 12 key areas rather than the five key themes. Progress made

No.	Recommendation	Status as at 31 December 2008
2.6	Clarify how reporting and verification of performance data will take place now that OPSU has been disbanded.	GOE are taking on the OPSU reporting role through OPPO. The London 2012 Sustainability Group has established quarterly reporting to OBSG and OB, against a set of agreed KPIs, and otherwise by exception. The commission's reporting review identified the information we need and we are receiving it. Complete
2.7	Key Stakeholders to work with CSL to establish a pragmatic and meaningful reporting process.	The commission is now receiving regular reporting information from the Key Stakeholder's reporting systems and the programme wide sustainability reporting system. This is used to inform the review programme and for continuous monitoring of sustainability commitments. Complete
2.8	Ensure that sub-project specific plans contain detailed SD targets using guidance and co-ordination from the SD team. Summarise detailed targets and objectives to act as the start point for an ISO 14001 compliant management system.	Implementation Guidance for Project Teams for the 6 environmental sustainability objectives have been established and issued to design teams. Reporting against 18 KPI's is also established. The Environment and Sustainability Management System received ISO 14001 certification in mid 2008. Complete
2.9	Focus on recruitment of long term staff to support this agenda and procurement of resources required to support through service contracts and consultancy. Propose clear target dates for completion of this exercise.	Recruitment is complete for the ODA Sustainable Development and Regeneration team, Employment and Skills team and Equality and Inclusion team. Complete

No.	Recommendation	Status as at 31 December 2008
2.10	Demonstrate commitment to SD principles by embedding SD into job descriptions, bonuses, objectives, recruitment and personal development plans, induction and training.	<p>The ODA Sustainable Development Principles are embedded within their programme management processes. Project specific targets are clearly defined and reported on a quarterly basis. Risks associated with those targets are raised with the Programme Risk Register, against each project.</p> <p>The ODA works closely with its Delivery Partner, CLM, to support the delivery of the SD Objectives. This is facilitated through the Delivery Partner's Performance KPIs, upon which their payment mechanism is based. By ensuring that the KPIs are outcome based, and reflect the achievement of our objectives, the ODA can incentivise their delivery.</p> <p>The induction programme includes sustainability, workshops are held on:</p> <ul style="list-style-type: none"> Design and Accessibility Employment and Skills Equality and Inclusion Health and Safety Legacy Sustainability <p>Complete</p>

No.	Recommendation	Status as at 31 December 2008
2.11	Ensure that the recommendations highlighted in this report and in the emerging Legacy Masterplan Framework are taken into account in procurement specifications and design briefs currently being developed. Create a mechanism to ensure that emerging issues can be accommodated where reasonable and practicable during the course of the project.	<p>The Main Stadium and Aquatic Centre designs have evolved to incorporate sustainability criteria that were not in the original design briefs, this has followed through into the procurement process. The LMF will not be available in time to be considered in ODA procurement but needs to be considered by LOCOG with regard to provision for legacy.</p> <p>Closed (recommendations from this review take precedence)</p>
2.12	Ensure that shortage of information on legacy use of facilities does not preclude the business case for sustainable options by working with a range of options and scenarios for whole life cost to enable value judgements to be made when faced with shortage of information. Ensure that the value engineering process does not compromise the SD standards established for the project.	<p>The overall ethos of the ODA programme is to design and build with a focus on legacy. However, whole life costing has not fully been applied to ODA procurement, due to the lack of knowledge of legacy use and focus on programme and budget to 2012. Value engineering has led to examples of positive environmental impacts where the embodied energy in materials has been reduced and to date we have not seen evidence of value engineering compromising the published sustainability standards.</p> <p>Progress made</p>
2.13	Clarify objectives and responsibilities and targets for temporary venues and overlay.	<p>The Temporary Venues ODA are responsible for have individual project targets, as with the permanent venues. The targets will be different, reflecting the temporary nature of the venues. There will be more of a focus on materials and reuse, and recycling post Games. The focus will be on reducing the lifecycle impacts of the buildings, rather than setting targets for operational aspects such as energy or water in use, which may lead to inappropriate decision making for a short life span. Performance against target will be monitored on a quarterly basis, as with permanent venues. The ODA are not responsible for Overlay.</p> <p>Closed (recommendations from this review take precedence)</p>

No.	Recommendation	Status as at 31 December 2008
2.14	Publish specific SD objectives and targets.	<p>LOCOG are not going to publish specific SD objectives and targets, except where they are covered by other strategies such as their food strategy and waste and resources strategy. They are adopting the London 2012 Sustainability Plan and have two specific bid commitment targets: 20% of Games-time electricity to come from new renewable sources. Zero Games-time waste to landfill. LOCOG have published a Sustainable Sourcing Code, which sets out their approach to sustainability in procuring goods and services.</p> <p>Recommendation closed</p>
2.15	<p>Demonstrate significant progress in developing the following strategic plans over the next 12 months:</p> <ul style="list-style-type: none"> • Food strategy to incorporate local, sustainable, healthy options which also minimise waste and carbon footprint; • A strategy for waste disposal that matches the commitment to zero waste to landfill during Games time and helps to stimulate investment in sustainable waste management facilities in East London by other bodies; • A strategy for ethical procurement that addresses the commitments to full and fair opportunity and addresses labour standards for all workers, including overseas and migrant workers, through sponsorship and procurement contracts; and • A strategy to deliver LOCOG's contribution to reduction in the overall carbon footprint. 	<p>Draft food strategy produced.</p> <p>Scoping work underway to support the development of a waste and resources strategy.</p> <p>Sustainable Sourcing Code produced, including supplementary guidelines on calculating the carbon emissions of products.</p> <p>Carbon footprint developed and CSL understands that the carbon management strategy is due to be published in early 2009.</p> <p>Progress made</p>

No.	Recommendation	Status as at 31 December 2008
2.16	Ensure that Functional Area Business plans address clear SD targets, activities and outcomes in the next draft.	<p>LOCOG are currently preparing the next round of business plans. LOCOG's SMS sets out how sustainability strategies and obligations are to translate into functional requirements and functional implementation plans. These will be reviewed by LOCOG's internal audit function and this recommendation will be monitored through our ongoing work programme.</p> <p>Progress made</p>
2.17	Demonstrate how SD is being embedded into contractual commitments and into the process for measuring results in relation to sponsorship arrangements generally and in relation to the category of Sustainability Sponsorship.	<p>LOCOG has produced a Sustainable Sourcing Code, which sets out their approach to sustainability in procuring goods and services and we understand that it is incorporated into agreements with commercial partners.</p> <p>Progress made</p>
2.18	Demonstrate commitment to SD principles by embedding SD into job descriptions, objectives, recruitment and personal development plans.	<p>We have seen evidence of sustainability being included into job descriptions and specifications.</p> <p>Progress made</p>
2.19	Develop a Sustainability Management System that delivers adequate assurance in the absence of an ISO 14001 system and takes into account the requirements of BS 8901 in an appropriate manner or a similar Sustainability Management System.	<p>LOCOG has developed a SMS, which began operation during 2008. This covers the main areas of sustainability. The reporting process that accompanies the system also began operation in 2008. The main structure of the system is in place and operating with Functional Area Sustainability Requirements being developed. More work is needed to embed these in across all functional areas. The SMS is mapped against the requirement of BS8901 and this standard is being promoted for relevant events.</p> <p>Complete</p>

No.	Recommendation	Status as at 31 December 2008
2.20	Complete the planned development of Legacy Action Plans by DCMS and GLA to describe how accountability for the Olympic Objectives will be disseminated, delivered and reported.	<p>The GLA Legacy Action Plan 5 Legacy Commitments was published in January 2008.</p> <p>The DCMS Legacy Action Plan Before, During and After: making the most of the London 2012 Games was published on 6 June 2008.</p> <p>Complete</p>
2.21	Develop a reporting structure that relates to the achievement of Legacy Action Plan requirements.	<p>HMG has revised its legacy delivery and governance arrangements, setting up reporting processes and assurance arrangements.</p> <p>Complete</p>
2.22	Ensure that recruitment and induction of relationship managers continues to deliver people with a sound knowledge of government and skills in using networks to achieve results.	<p>GOE follows DCMS rules and procedures on recruitment, training and succession planning.</p> <p>Recommendation closed</p>
2.23	Develop a detailed reporting process related to the PSA objectives and the role of CSL in providing assurance.	<p>HMG has revised its legacy delivery and governance arrangements, setting up reporting processes and assurance arrangements. This includes reporting against the PSA, part of which the commission will assure.</p> <p>Complete</p>
2.24	Clarify that the role of delivery plans is to achieve the Olympic Objectives agreed by the Olympic Board. It may be necessary to update them to reflect meaningful targets and to ensure that reporting is clearly linked to the desired outcomes.	<p>The delivery plans correspond directly with the Olympic and Paralympic sub-objectives agreed by the Olympic Board. CSL understands that as part of establishing the London 2012 directorate in the GLA the effectiveness of these plans will be reviewed.</p> <p>Progress made</p>
2.25	Ensure that the process to communicate delivery plan content to people who need to know is progressed. The joint GLA/LDA programme group needs to be supported and resourced.	<p>The 5 Legacy Commitments document communicated the work of the GLA and partners to stakeholders and the wider public. We understand the GLA remain committed to the concept of a new group to look at the delivery plans and are currently working though details with the Mayor's Office.</p> <p>Progress made</p>

No.	Recommendation	Status as at 31 December 2008
2.26	Complete the planned revisions to the delivery plans to describe how accountability for the Olympic Objectives will be disseminated, delivered and reported.	CSL understands that as part of establishing the London 2012 directorate in the GLA the effectiveness of these plans will be reviewed. Progress made
2.27	Develop the reporting structure to fully address the achievement of delivery plan requirements.	The GLA's reporting against its Olympic Programme objectives needs to ensure that it is covering all the publicly announced Legacy Action Plan commitments. Progress made
2.28	Ensure that succession planning, recruitment and induction of members of the Olympic team delivers people with a sound knowledge of regional government in London and skills in using networks to achieve results.	The London 2012 Team follows the GLA's standard HR policy and procedures for recruitment, such as the development of valid person specifications. Recommendation closed
2.29	Allocate clear responsibility roles for delivery plans and a process for the necessary parties to approve and agree plans.	Each delivery plan is led by one organisation and often one lead officer. CSL understands that the London 2012 Team regularly talks with its delivery partners to ensure work is proceeding as required. CSL expects to see further progress as the London 2012 Directorate is established. Progress made
2.30	CSL to review legacy arrangements in more detail in the next Governance Review.	This annual review includes the 2008 review of governance and has included a greater focus on the arrangements for legacy. Complete
2.31	CSL to review the local skills and employment process as part of a thematic review in the current year with recommendations for scalability.	Review of skills, employment and business capacity (towards social and economic sustainability) completed. Complete
2.32	CSL to review waste as a thematic review and comment further on roles and responsibilities.	Waste review planned for 2009. Draft Terms of Reference have been developed. Progress made
3.1	Develop a programme for minimisation and disposal of Games time waste in a manner that achieves the zero landfill objective and stimulates investment in facilities and jobs in East London.	Scoping work underway to support the development of a waste and resources strategy. Progress made

No.	Recommendation	Status as at 31 December 2008
3.2	Continue to develop a strategy for dealing with environmentally sensitive materials through the design and supply chain process.	<p>The ODA has developed a Materials Implementation Guide for Project Teams (IGPT). The aim of the guide is to provide guidance in relation to minimising the environmental impact, and maximising the sustainability of materials, through design and procurement to construction and operation of the venues and infrastructure. LOCOG has produced a Sustainable Sourcing Code, which sets out their approach to dealing with environmentally sensitive materials, although concerns remain about how it will be applied when leasing products.</p> <p>The choice of materials for the proposed wraps and the use of PVC still need to be resolved by both ODA and LOCOG.</p> <p>Progress made</p>
3.3	Develop a strategy and standards for temporary overlay and temporary venues.	<p>The Temporary Venues ODA are responsible for have individual project targets, as with the permanent venues. The targets will be different, reflecting the temporary nature of the venues. There will be more of a focus on materials and reuse, and recycling post Games. The focus will be on reducing the lifecycle impacts of the buildings, rather than setting targets for operational aspects such as energy or water in use, which may lead to inappropriate decision making for a short life span. Performance against target will be monitored on a quarterly basis, as with permanent venues.</p> <p>LOCOG Venue Requirements (LVR) have been developed for some venues which include sustainability requirements for design. We understand that overarching Sustainability Requirements for Venues will be developed during 2009. We will monitor development of these and recommend that LOCOG make them public.</p> <p>Progress made</p>

No.	Recommendation	Status as at 31 December 2008
3.4	The LDA should lead development of a clear vision of waste disposal infrastructure for East London. This should link to opportunities to use waste from the Games as a fuel and to maximise opportunities to use energy from waste to power the Games and legacy facilities. Local employment opportunities should also be considered as part of this strategy.	Initial progress was made on the development of plans for waste infrastructure in East London linked to the Games. However, the additional resources brought in to lead this work have now returned to the GLA and it is not clear who is leading this area now. Whilst the LDA intend to take this forward, the commission is concerned that action is needed immediately to ensure that opportunities are not lost. Unsatisfactory progress
3.5	Ensure that waste disposal is included in the carbon footprint to encourage prioritisation of re-use over recycling.	The carbon footprint has been developed, including waste management. The carbon management strategy is nearing completion, which should set out plans to reduce the carbon footprint. Complete
3.6	Develop a clear definition of the footprint of the Games to include all relevant sources of greenhouse gas emissions that are created as a result of the Games and are able to be influenced by the Olympic programme.	The carbon footprint of the Games has been developed. Complete
3.7	Define how the carbon strategy will be decided and led at an executive level.	The GLA Executive Director of London 2012 Co-ordination has been appointed to chair the London 2012 Sustainability Group and is a member of OBSG. The Sustainability Group advises OBSG on sustainability issues, including carbon management. The carbon management strategy is due to be published in early 2009. Progress made
3.8	Develop a proactive approach to linking the carbon strategy to the procurement process.	The sustainable sourcing code has an accompanying document on how to calculate the carbon emissions from products and services. The carbon management strategy is due to be published in early 2009. Progress made

No.	Recommendation	Status as at 31 December 2008
3.9	Set out a timetable for refreshing the strategy to take account of emerging good practice.	<p>The carbon management strategy is due to be published in early 2009. This should set out plans for refreshing the strategy as appropriate.</p> <p>Progress made</p>
3.10	Develop a clear communications strategy for the carbon strategy which is transparent about how carbon is to be managed, using terminology that is clear to wider stakeholders.	<p>The carbon management strategy is due to be published in early 2009. This should be accompanied by plans to communicate it.</p> <p>Progress made</p>
3.11	Continue the good work to incentivise the Energy Services Company (to be appointed by the ODA) to deliver higher levels of carbon reduction.	<p>Elyo Suez has now been appointed and will operate the Energy Centre. They are required to meet targets for carbon reduction and have incentives to go beyond these targets for the period to 2013. The contract will need to be actively managed to ensure future carbon reductions will be achieved.</p> <p>Recommendation closed</p>
3.12	Ensure that the ODA energy scheme is developed to utilise alternative fuel sources over time and during legacy.	<p>The Energy Centre will be using technology which is ‘future proofed’ to allow for the use of alternative fuels.</p> <p>Closed (recommendations from this review take precedence)</p>

No.	Recommendation	Status as at 31 December 2008
3.13	Define energy targets for temporary venues and other venues requiring temporary overlay.	<p>The Temporary Venues ODA are responsible for have individual project targets, as with the permanent venues. The targets will be different, reflecting the temporary nature of the venues. There will be more of a focus on materials and reuse, and recycling post Games. The focus will be on reducing the lifecycle impacts of the buildings, rather than setting targets for operational aspects such as energy or water in use, which may lead to inappropriate decision making for a short life span. Performance against target will be monitored on a quarterly basis, as with permanent venues.</p> <p>LOCOG Venue Requirements (LVR) have been developed for some venues which include sustainability requirements for design. We understand that overarching Sustainability Requirements for Venues will be developed during 2009. We will monitor development of these and recommend that LOCOG make them public.</p> <p>Progress made</p>
3.14	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% 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 bio fuel from anaerobic digestion facilities.	<p>LOCOG is developing a waste and resources strategy which will include the potential for anaerobic digestion of organic waste to produce biofuel. They have engaged an engineering services partner who will address the provision of 20% renewable electricity at Games-time. ODA are prepared to work with LOCOG on this.</p> <p>Progress made</p>

No.	Recommendation	Status as at 31 December 2008
3.15	As part of the Legacy Masterplan Framework, clarify what resources will be available and which agency will be responsible for managing the implementation of the biodiversity strategy after Games-time, when the restoration of much of the ecology of the Park will occur.	<p>The LMF is developing and includes overarching plans for the biodiversity of the area, taking forward the plans from the ODA, which will hand over an enhanced park, as set out in the Park and Public Realm strategy and Biodiversity Action Plan. The LMF and further detailed plans for the ongoing governance and management of the park will be taken forward by the new Legacy company.</p> <p>Progress made</p>
3.16	Develop clear plans for how habitat is to be restored after construction on all sites.	<p>The Olympic Park habitat will be restored in line with the Biodiversity Action Plan, which was given planning consent in 2009. This plan sets out the goals and targets for both habitat protection and enhancement post Games (to 2014). The ODA are developing a 10 year management plan and transformational masterplan for the Parklands and Public Realm in conjunction with the LDA.</p> <p>LOCOG plans are to be covered by Venue Environment Management Plans, which cannot be assessed until these are produced.</p> <p>Progress made</p>
3.17	Set out how biodiversity is incorporated into the design process for venues and other development.	<p>The ODA has developed a Biodiversity Implementation Guide for Project Teams (IGPT). The aim of the guide is to provide guidance for incorporating biodiversity into the design process.</p> <p>LOCOG Venue Requirements (LVR) have been developed for some venues which include biodiversity requirements for design. We understand that overarching Sustainability Requirements for Venues will be developed during 2009. We will monitor development of these.</p> <p>Progress made</p>

No.	Recommendation	Status as at 31 December 2008
3.18	Produce plans for habitat and species management at other venues as part of the VEMP process.	Cannot be assessed until Venue Environment Management Plans are produced. No evidence
3.19	Ensure biodiversity issues are effectively managed in the development of Prescott Lock.	Prescott Lock is a British Waterways project which the ODA is contributing to along with the Department for Transport, TFL, London Thames Gateway Development Corporation and British Waterways. Biodiversity issues have been considered by British Waterways as part of the project development process and measures proposed (e.g. a fish pass has been incorporated in the scheme). Complete
3.20	Develop the 2012 programme sustainable food strategy by 2008 with subsequent revisions after the Beijing Games.	A draft sustainable food strategy was presented to stakeholders in December 2008. Progress made
3.21	Work with food suppliers as early as possible to ensure there is an adequate supply chain to meet the ambitions for healthy, local and sustainable food supply.	Food suppliers are being engaged as part of the development of the sustainable food strategy. The ODA has produced a draft catering requirement brief. This sets out minimum standards for the provision of catering services during the construction of the Olympic Park. They have set food safety, sustainability and health standards for contractors via a food scorecard, which assesses performance in these areas and is now being used by contractors to improve their scores. Progress made

No.	Recommendation	Status as at 31 December 2008
3.22	Ensure that the health benefits of other workstreams are captured. For example, the impact on wellbeing from long term employment offered through the Employment and Skills programme.	<p>Across the 2012 programme, as across all the work of local and national governments, the range of benefits yielded by e.g. helping people into jobs or getting them more physically active is to a certain extent implicit. Whilst measuring these impacts will be challenging, CSL believes a longitudinal study assessing the wider benefits may be useful in developing future policy priorities. This would help projects be more effectively targeted to ensure the maximum benefit can be accrued from them. In addition, the review of skills, employment and business capacity (towards social and economic sustainability) included the wider benefits that could be accrued, for example from adopting the commission's definition of a sustainable job to enhance people's life chances. We recommend the Key Stakeholders use this definition in developing policies and projects.</p> <p>Closed (recommendations from this review take precedence)</p>
3.23	Make plans for implementation of a Games-time LEZ available after the Beijing Games.	<p>Plans for a Games-time LEZ are in development.</p> <p>Progress made</p>
3.24	The final ODA Equalities and Diversity strategy has now been issued and the commission will review this as part of a review of social and economic sustainability.	<p>The commission reviewed the ODA Equalities and Diversity strategy and used this to inform our review programme.</p> <p>Complete</p>
3.25	CSL to monitor implementation of the equalities and diversity strategy.	<p>The review of skills, employment and business capacity (towards social and economic sustainability), the annual review and the commission's continuous monitoring has included implementation of the equalities and diversity strategy.</p> <p>Complete</p>

No.	Recommendation	Status as at 31 December 2008
3.26	CSL to conduct a review of the LETF process as part of the ongoing work programme.	<p>The review of skills, employment and business capacity (towards social and economic sustainability) included reviewing the LETF processes.</p> <p>Complete</p>
3.27	Ensure that the work of the various agencies operating in the skills and employment area (ODA, LDA, host boroughs, local voluntary sector, local education authorities, Regional Centre of Excellence etc.) is robust and scalable as project activity increases.	<p>CSL reviewed this topic as part of the review of skills, employment and business capacity and made recommendations accordingly.</p> <p>Closed – recommendations from the review of skills, employment and business capacity take precedence</p>
3.28	Develop clearly focused aspirations and targets for numbers of people to be trained, short and long term employment targets with particular reference to equalities.	<p>CSL has seen evidence that the ODA and LDA have developed clear aspirations in this area and has made a recommendation for LOCOG to learn from and build on the ODA's experience in the review of skills, employment and business capacity.</p> <p>Closed - recommendations from the review of skills, employment and business capacity take precedence</p>
3.29	ODA/LOCOG to clarify how it will implement the commitment to access and mobility for Olympic Park and for temporary venues and temporary overlay.	<p>The ODA has an Inclusive Design Strategy and Inclusive Design Standards providing clear guidance to the project teams. Projects are required to provide, and regularly update, an Access Statement in line with that guidance, and carry that commitment through design and construction. Performance will be monitored on a quarterly basis as part of the overall performance management programme. This approach not only applies to the Olympic Venues, but also to the landscape and public realm within the Olympic Park.</p> <p>LOCOG have engaged an engineering services partner with accessibility expertise and intend to engage further specialist resources in 2009. They will need to address these issues.</p> <p>Progress made</p>

No.	Recommendation	Status as at 31 December 2008
3.30	CSL to review the early development of the draft Legacy Masterplan to ensure it appropriately captures wider and cross-cutting benefits, and that it is appropriate for meeting the commitments in the Candidate File and regional and national delivery plans.	The commission has reviewed early outputs from the Legacy Masterplan Framework and commented on the extent to which they cover sustainability issues and take forward other relevant commitments. Complete (although work in this area will continue)

2008 Reporting Review Recommendations

No.	Recommendation	Status as at 31 December 2008
1	GOE to urgently finalise and implement a sustainability reporting system across the programme by October 2008, the principal elements of which will be key milestones, KPIs, programme and risk management. This will enable the programme and agenda for the London 2012 Sustainability Group to be proposed by GOE and the Chair and facilitate more effective and collective management of the sustainability agenda.	The London 2012 Sustainability Group has established quarterly reporting to OBSG and OB, against a set of agreed KPIs, and otherwise, by exception. The sustainability plan annual update includes a report card which reports progress against the commitments in the sustainability plan. Complete
2	CSL to review the programme-wide reporting process in October/November 2008, as part of the 2008 Governance Review.	This annual review includes the 2008 review of governance and reporting processes were reviewed as part of it. Complete
3	CSL to review LOCOG reporting processes and sustainability management system in October/November 2008, as part of the 2008 Governance Review.	This annual review includes the 2008 review of governance and reporting processes were reviewed as part of it. Complete
4	CSL to review how the GLA delivery plan reporting process is used to manage delivery in October/November 2008, as part of the 2008 Governance Review.	This annual review includes the 2008 review of governance and reporting processes were reviewed as part of it. Complete
5	CSL to review how the LDA reporting process is used to manage delivery in October/November 2008, as part of the 2008 Governance Review.	This annual review includes the 2008 review of governance and reporting processes were reviewed as part of it. Complete

6	GOE to ensure completion of the Delivery Plans that implement the sustainability aspects of the Legacy Action Plan and PSA as soon as possible. The Delivery Plans need to be integrated with each other and demonstrate their linkages with related plans from other Key Stakeholders. They also need to form part of clear and effective reporting processes.	HMG has developed some delivery plans and is making progress on the development of others. It has revised its legacy delivery and governance arrangements, setting up reporting processes and assurance arrangements. Progress made
7	CSL to review the GOE internal reporting processes on sustainability in October/ November 2008, as part of the 2008 Governance Review.	This annual review includes the 2008 review of governance and reporting processes were reviewed as part of it. Complete

9. Letters



Commission for a Sustainable London 2012
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Boris Johnson
Mayor of London
Greater London Authority
City Hall
The Queen's Walk
London
SE1 2AA

29th January 2009

Dear Boris,

London 2012 SPV arrangements for a sustainable legacy

As part of the Commission for a Sustainable London 2012 work programme, we have been closely following the development of legacy arrangements as part of our annual review.

Our annual report will cover the issues in more depth but given the imminent development of the SPV I think it is relevant to summarise our thoughts on this matter immediately for your consideration.

The Commission is of the view that there are three key imperatives for developing a sustainable legacy on the Olympic Park and in the Lower Lea Valley.

Firstly, this was a bid book commitment which has been reinforced by Legacy Action Plans published by the Mayor and the Olympics Minister.

Secondly, the issues of environmental limits and social inequality will dominate public opinion and government policy long after the current economic crisis has run its course. The objective to build zero carbon homes by 2016, the impact of the Climate Change Bill and waste strategies will inevitably drive higher standards of environmental performance in the future. We firmly believe in the principle of "virtuous cycles" of sustainability. For example, greater energy efficiency leads to less fuel poverty, improved air quality leads to improved health.

We believe there is a third, commercial imperative. Given the drive to ever more sustainable developments, the private sector will be forced to look for sites with sufficient infrastructure to provide zero carbon energy, sustainable drainage, access to green space and excellent transport links. This creates a unique selling proposition for the Olympic Park which can be developed as we move into economic recovery. Over time we believe this premium will deliver greater prosperity to the Lower Lea Valley.

Whilst we have not seen detailed plans for the SPV, we have discussed these with the LDA senior team. We support the principle of the SPV to manage the Olympic Park and act as a strategic locus for the Lower Lea Valley. We believe this

represents an unprecedented opportunity to develop an exemplary sustainable community to rival the much-publicised developments overseas.

In order to ensure these ambitions are realised in the long term we have the following recommendations with respect to the structure and operation of the SPV:

- The principle of maintaining the Olympic Park as an exemplary sustainable development should be embedded in the key documents of the company such as the Memorandum and Articles, business plan etc.
- Recruitment of the Chair and Chief Executive should place a heavy emphasis on sustainability and the ability and willingness to pioneer new standards
- The non-executive board should have a position for a leader in the field of sustainability to champion the issues at board level
- The board should also have representation from the community
- The SPV should be subject to a similar level of independent assurance to that currently applied to the Olympic programme
- A senior sustainability position should be created within the SPV, supported by adequate resources
- Funding should be made available to ensure the sustainability of the park is maintained in the early stages of development
- The sustainability standards set out in the LMF Protocol should be converted to contractual obligations for developers, this should not be left solely to planning requirements
- The strategies of the Lower Lea Valley should be co-ordinated in such a way as to create “virtuous cycles” of sustainability. For example, the development of organic waste disposal facilities that are able to provide fuel to developments such as the Olympic Park, which are energy self-sufficient

We trust this helps to inform the debate about the SPV and we would be pleased to meet to expand on these points if required.

Yours sincerely



Shaun McCarthy
Chair
Commission for a Sustainable London 2012



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Rt. Hon Tessa Jowell MP
House of Commons
Westminster
London
SW1A 0AA

29th January 2009

Dear Tessa,

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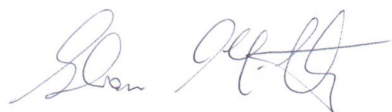
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- The strategies of the Lower Lea Valley should be co-ordinated in such a way as to create “virtuous cycles” of sustainability. For example, the development of organic waste disposal facilities that are able to provide fuel to developments such as the Olympic Park, which are energy self-sufficient

We trust this helps to inform the debate about the SPV and we would be pleased to meet to expand on these points if required.

Yours sincerely



Shaun McCarthy
Chair
Commission for a Sustainable London 2012